

FY 2010

**Annual Report
on
EEO, Civil Rights and Diversity Program**

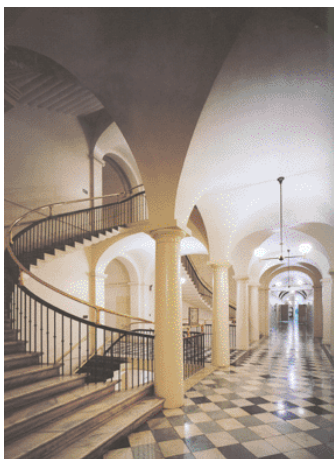


Office of Civil Rights and Diversity



TABLE OF CONTENTS

Introduction	Page 1
Essential Element A: Demonstrated Commitment from Treasury Leadership	Page 4
Essential Element B: Integration of EEO into the Strategic Mission	Page 5
Essential Element C: Management and Program Accountability	Page 10
Essential Element D: Proactive Prevention of Unlawful Discrimination	Page 14
Essential Element E: Efficiency	Page 17
Essential Element F: Responsiveness and Legal Compliance	Page 21
Demographics	Page 23
Hispanics at Treasury	Page 25
Employees with Targeted Disabilities	Page 29
Conclusion	Page 32
Appendix A: Trend Analysis	Page 34
Appendix B: Glossary of Terms	Page 54



INTRODUCTION

This report covers the period of October 1, 2009 through September 30, 2010, and outlines the Department of the Treasury's equal employment opportunity (EEO) program activities. The report highlights Treasury's accomplishments during Fiscal Year (FY) 2010 in attaining and maintaining a model EEO Program by promoting the concepts of equal opportunity for all of our employees, applicants, and customers, as well as identifying areas of improvement.

The Department of the Treasury

The Department of the Treasury's mission highlights its role as the steward of U.S. economic and financial systems, and as an influential participant in the global economy.

The Treasury Department is the executive agency responsible for promoting economic prosperity and ensuring the financial security of the United States. The Department is responsible for a wide range of activities such as advising the President on economic and financial issues, encouraging sustainable economic growth, and fostering improved

governance in financial institutions. The Department of the Treasury operates and maintains systems that are critical to the nation's financial infrastructure and is organized into two major components - the Departmental Offices and the [operating bureaus](#). The [Departmental Offices](#) are primarily responsible for the formulation of policy and management of the Department as a whole, while the operating bureaus, which account for 98% of our workforce, carry out the specific operations assigned to the Department. The basic functions of the Department of the Treasury include:

- Managing federal finances;
- Collecting taxes, duties and monies paid to and due to the U.S. and paying all bills of the U.S.;
- Currency and coinage;
- Managing Government accounts and the public debt;
- Supervising national banks and thrift institutions;
- Advising on domestic and international financial, monetary, economic, trade and tax policy;
- Enforcing federal finance and tax laws;
- Investigating and prosecuting tax evaders, counterfeiters, and forgers.

Department of the Treasury Strategic Plan

The theme for Treasury's 2007-2012 Strategic Plan, "*E Pluribus Unum* – Out of many, one," continues to support the Department's commitment to EEO.



Just as the 13 colonies came together to form our Union, the many Treasury Departmental Offices and bureaus operate in unity to serve the American people. Collectively, Treasury's strategic objectives are clear, the priorities are distinct, and the outcomes are meaningful. Through the use of performance-based management, we establish the foundation for linking funding to performance, helping Treasury employees understand, accept, and meet their responsibilities for achieving organizational excellence.

Organizational Reporting Structure

For Management Directive (MD) 715 reporting purposes, Treasury's second level reporting bureaus are:

- Bureau of Engraving and Printing (BEP)
- Bureau of Public Debt (BPD)
- Departmental Offices (DO)
- Financial Management Service (FMS)
- Internal Revenue Service (IRS)
- Internal Revenue Service Office of the Chief Counsel (IRS-CC)
- Office of the Comptroller of the Currency (OCC)
- Office of Thrift Supervision (OTS) and
- U.S. Mint

Bureaus employing fewer than 1,000 employees are required to provide their individual MD 715 reports to Treasury's Office of Civil Rights and Diversity (OCRD). These bureaus are Financial Crimes Enforcement Network (FinCEN), the Office of the Inspector General (OIG), Special Inspector General for Trouble Asset Relief Program (SIGTARP), Treasury Inspector General for Tax Administration (TIGTA), and Alcohol and Tobacco Tax and Trade Bureau (TTB).

Each bureau, regardless of its size, has its own distinct reporting structure for its EEO and Human Resource (HR) offices and programs. Therefore, each bureau sets its own policy and procedures regarding the hiring, recruitment and retention of employees within the broad framework of the Department's Human Capital Strategy. OCRD, part of the Departmental Offices' organizational structure, is primarily responsible for providing guidance and oversight to the bureau EEO offices.

The Office of Civil Rights and Diversity

OCRD provides leadership, direction and guidance in carrying out the Department of the Treasury's equal employment opportunity, diversity and civil rights responsibilities. OCRD administers the Department-wide equal employment opportunity and diversity (EEOD) program by providing policy, oversight and technical guidance for Treasury's bureaus, including the Departmental Offices, on affirmative employment, special emphasis program areas, diversity, and EEO complaint processing.

OCRDR oversees Treasury's external civil rights efforts to ensure non-discrimination in programs operated or funded by the Department of the Treasury. The External Civil Rights program ensures individuals are not excluded from participation in, denied the benefits of, or otherwise subjected to prohibited discrimination under programs or activities conducted by the Department.

OCRDR also oversees the Treasury's EEO complaint processing functions, including the Treasury Complaint Center, the discrimination complaint processing arm of Treasury. OCRDR issues final agency actions on discrimination complaints filed by Treasury employees and applicants for employment.

A Model EEO Program

The Department is committed to creating the conditions that allow its programs and activities to perform efficiently and effectively, while continuing to drive results through performance and cost-based decision-making; aligning resources to deliver outcomes; investing in, securing and leveraging information technology; closing skill gaps; recruiting and retaining a high performing workforce; and developing effective leadership. To that end, managing diversity at the Department of the Treasury involves creating and maintaining a work environment that:

1. Attracts the widest pool of talent;
2. Provides opportunities for all employees to maximize their potential and contribute to the agency's mission; and

3. Ensures all employees are treated with dignity and respect.

Treasury utilizes the Human Capital Strategic Plan to provide a vision for Treasury and its bureaus. This Strategic Plan incorporates diversity management into our daily operations and helps the Department align with Management Directive 715 (MD-715), the policy guidance issued by the U.S. Equal Employment Opportunity Commission (EEOC) that federal agencies follow in establishing and maintaining effective programs of equal employment opportunity.

The following evaluation of Treasury's EEO programs against the six essential elements of an agency EEO program, as established by MD-715, reflects Treasury's commitment to establishing and maintaining a model EEO program.



Essential Element A: Demonstrated Commitment from Treasury Leadership

Secretary Geithner reaffirmed his commitment to EEO and diversity at the Department by reissuing his policy statement in support of equal employment opportunity and diversity and a workplace free of discriminatory harassment on March 10, 2010. This policy statement was communicated via email to all Treasury employees on March 29, 2010. Each of Treasury's bureau heads has committed to EEO and diversity by either issuing or reissuing their policy statements in support of EEO and diversity. Each bureau also ensures that its own EEO Policy and Treasury's EEO Policy are disseminated to all new employees during orientation and are available on the intranet and public internet site.

Additionally, each bureau ensures all newly promoted managers and supervisors receive copies of both the bureau and Treasury EEO Policies as a reminder of their role and responsibility in providing a discrimination/harassment free work environment.

Treasury's EEO and diversity policy is located at http://www.treasury.gov/about/organizational-structure/offices/Mgt/Documents/diversity_policy.pdf.

Additional policies and directives on EEO matters can be found on Treasury's intranet located at <http://intranet.treas.gov/hr/hris.asp> and public internet site located at

http://www.treasury.gov/about/organizational-structure/offices/Mgt/Pages/eeo_policy.aspx.

In order to attain a model EEO program Treasury recognizes that it must provide the infrastructure necessary to achieve the ultimate goal of a discrimination/harassment free work environment, characterized by an atmosphere of inclusion and free and open competition for employment opportunities. To that end, the Department of the Treasury released its FY 2008-2013 Human Capital Strategic Plan that outlines Treasury's four strategic goals.

1. Broaden and Diversify Talent Pool.
2. Develop and Retain Workforce.
3. Effectively Manage and Utilize Human Capital.
4. Develop Human Capital Practitioners as Strategic Business Partners.

These four goals continue not only to align with the five systems addressed by OPM's Human Capital Assessment and Accountability Framework (HCAAF), but to align with the six essential elements established by EEOC's Management Directive (MD) 715. The Department's FY 2008-2013 Human Capital Strategic Plan is located on the Treasury's internet site located at <http://www.treasury.gov/about/organizational-structure/offices/Mgt/Documents/Human-Capital-Strategic-Plan.pdf>

Essential Element B: Integration of EEO into the Strategic Mission

The Secretary has delegated authority over all EEO matters to the Assistant Secretary for Management and Chief Financial Officer (ASM/CFO) through Treasury Order 102-02 located at <http://www.treasury.gov/about/role-of-treasury/orders-directives/Pages/to102-02.aspx>. The ASM/CFO, who reports directly to the Secretary and Deputy Secretary, is kept abreast of EEO matters through meetings with the Deputy Assistant Secretary for Human Resources and Chief Human Capital Officer (DASHR/CHCO). The Associate CHCO (Civil Rights and Diversity), who provides day-to-day management of the Equal Employment Opportunity, Civil Rights and Diversity programs in Treasury, has direct access to the ASM to provide him with critical information regarding these programs. In addition, the Associate CHCO (Civil Rights and Diversity) has regular weekly meetings with the DASHR/CHCO on the status of EEO programs. This reporting structure continues to allow Treasury Headquarters Civil Rights and Human Resource (HR) components to work in unison to develop corporate strategies in the hiring, recruitment and retention of Treasury employees.

The Department is committed to creating/maintaining the conditions that allow its programs and activities to perform efficiently and effectively. To that end, throughout FY 2010, the DASHR/CHCO convened bi-monthly meetings of Treasury's Human Capital Advisory Council (HCAC), which consists of bureau EEO, Human Resources (HR), and Training officers. The HCAC developed initiatives to meet the

objectives set forth in Treasury's Human Capital Operating Plan for FY 2010. The FY 2010 Plan continued to focus on five areas:

- Attracting Talent,
- Developing Talent,
- Retaining Talent,
- Transformation of the Human Capital Occupation, and
- Leadership Effectiveness.

The Human Capital (HC) Operating Plan, as well as the HC Strategic Plan, is developed by the HCAC to ensure the EEO, HR, and training communities collaborate on our overall goals and objectives.

During FY 2010, the Department finalized updates to the Treasury-wide Exit Survey tool deployed across all bureaus on February 5, 2010. Through our partnership with the HR Connect Program Office, we also developed an automated analysis tool that provides the user with an analysis of the responses received for his/her bureau. Those results, when compared to the separation rates, types of separations, and the results of the Employee Viewpoint Survey, provide telling information that will assist bureaus in identifying potential barriers to retention and developing effective plans to eliminate those barriers.

In November 2011, Treasury plans to further expand information available to bureau EEO and HR personnel by developing and deploying an Entrance On Duty survey tool. The new tool will be deployed much in the same manner as the Exit Survey was in FY 2008. New employees will receive an automated email notification requesting

their support by completing the Entrance On Duty survey immediately following their 90th day of employment at the Department. The new tool is expected to further assist leadership in enhancing recruitment and outreach efforts as well as identifying any deficiencies in the onboarding process of newly hired Treasury employees.

To support Treasury's human capital strategic goal to recruit and hire a highly skilled and diverse workforce, Treasury sponsored the first ever "Women in Finance" Symposium on March 29, 2010. The Symposium consisted of two panel discussions and presentations from senior administrative officials and women leaders in the financial sector, described by Time Magazine as *"The New Sheriffs of Wall Street, The Women Charged With Cleaning Up The Mess"*¹. The goal of the Symposium was to recognize the contributions of women in all economic agencies and to discuss the best means to foster success among future generations of women in public and private finance. Additionally, as part of the Symposium, senior staff from the Treasury and the White House moderated working lunches with Symposium participants, discussing the future of women in finance, best practices in particular organizations, recommendations for young women entering finance, and development of concrete ideas about how the Federal

Government can attract top women from the financial sector into public service.

While the event was by invitation only, business students at a number of universities across the country as well as employees throughout the federal and private sector watched the event live on CSPAN or through the Treasury website and submitted questions to panelists through Twitter and email. The Departments of Energy and Education, among others, reported hosting watch parties.



As part of the after actions from the Symposium, the Treasury Champion, Treasurer Rosie Rios, is considering planning a similar event for March 2011, perhaps as a Global Women in Finance Symposium, to institutionalize the spirit of Women's History Month, specifically among Treasury, the White House and the economic agencies and serve as a

¹ The May 24, 2010 issue of Time Magazine featured an article on the *Women in Finance* Symposium. Senior level panelists were featured on the cover under the heading "The New Sheriffs of Wall Street, The Women Charged With Cleaning Up The Mess". The article highlighted opening comments from Treasury's Secretary, Timothy Geithner, and the extraordinary careers of the Symposium panelists.

leader and role model for all internal and external stakeholders. Additionally, In October 2010, the Treasurer began hosting a *Women in Finance Leadership Series*. The series will be held quarterly and is intended to continue the momentum that was generated from the *Women in Finance Symposium*.

Treasury also hosted a Latinos in Finance Summit on March 12, 2010. The Summit served as a tool to identify diverse talent with relevant experience to roles within Departmental Offices, the Treasury Department and other economic agencies. The participants included Latino professionals with significant banking, sales and trading, asset management, private equity, hedge fund, and related industry experience. Senior Administration officials met with participants to describe their roles and responsibilities within their respective agencies and the overall scope of their work. Participants also had the opportunity to engage with Administration officials and fellow participants as they learned about the policy formulation process and management of the Treasury Department and other economic agencies.

Treasury continued its partnership with the Hispanic College Fund for its fifth consecutive year, by sponsoring the second Annual Maryland Hispanic Youth Symposium. This year the Symposium was held at Towson University from June 29 through July 2, 2010. The Symposium is a four-day college campus experience where sophomore and junior high school students attend workshops stressing academic achievement, career choices, community service and civic

responsibility. More than two hundred students from the surrounding area attended. As part of the Department's sponsorship, four Treasury employees volunteered to assist in daily conference operations.

The Department also was a sponsor of the Second Annual Federal Hispanic Career Advancement Summit held in October 2009. The Department was an active planning partner of the inter-agency conference, where more than 1000 Federal employees attended. Besides assisting with onsite conference operations, Treasury provided executive coaches and had a booth in the exhibit area promoting its bureaus and mission critical occupations.

In FY 2011, Treasury will continue to pursue initiatives that stemmed from our HC Strategic Plan, including development of a Treasury-wide disability data base. The data base is designed to be a tool that assists bureaus in reaching the Federal goal to increase the participation rate of employees with targeted disabilities to two percent. The tool, expected to be available through CareerConnector, will provide EEO, HR, recruiters and hiring managers with a one stop resource of qualified applicants seeking employment with the Department of Treasury. Qualified applicants will have an opportunity to enroll in the data base according to the occupational series in which they are qualified for employment.

Internship Program

To attract a diverse applicant pool, Treasury continues to utilize available hiring flexibilities, such as Student Intern Programs.

Internship programs play a role in ensuring that a diverse pipeline of talent is available to fill mission critical occupations being vacated by an aging workforce.



Treasury continues to take the lead in establishing/maintaining partnerships with existing external internship programs that attract highly qualified, educated and diverse students. Internship programs such as the Hispanic Association of Colleges and Universities' (HACU) Hispanic Serving Institutes National Internship Program (HSINIP), the Washington Internship Program for Native Students (WINS), the Workforce Recruitment Program (WRP) and the National Association for Equal Opportunity in Education (NAFEO) continue to provide Treasury and its bureaus an avenue to identify and expand their pool of potential candidates to fill mission critical occupation vacancies and to grow new talent.

Hispanic Serving Institutions National Internship Program (HSINIP)

As a way to develop a pipeline of Hispanic employees, Treasury has maintained its partnership with HACU's Hispanic Serving Institutions National

Internship Program (HSINIP). Viewed as a cornerstone of diversity recruitment, the HSINIP aims to increase employment opportunities for Hispanic students throughout the Federal government.

During FY 2010, Treasury placed 48 (spring, summer and fall) HACU interns. The interns were sponsored by the BEP, DO, FMS, TIGTA, IRS, FinCEN, and OTS.

Washington Internship for Native Students (WINS)

The WINS program grew out of a small summer program founded at American University in 1994. WINS provides an opportunity for Native American and Alaska Native students to live in Washington, D.C., gain professional work experience through an internship, and earn academic credit. Participants intern at an agency for 36 hours each week and prepare a prescribed portfolio on their work experience and research for a total of 6 college credits.

In FY 2010, the Department's bureaus sponsored six interns through the WINS program, one of which was recently hired to a full time position within DO.

National Association for Equal Opportunity in Education (NAFEO)

NAFEO offers an efficient and effective process for recruiting the best and brightest candidates, with a focus on matching government agencies with well-prepared young professionals, from undergraduate to graduate level candidates, attending Historically Black Colleges and Universities.

In FY 2010, the Department's bureaus sponsored seven interns through the NAFEO.

International Leadership Foundation

Since FY 2005, Treasury has partnered with the International Leadership Foundation (ILF) to provide Asian American Students exposure to Public Service. The ILF is a non-profit organization which gives scholarships to Asian American college students and places them in public service internships to help prepare them to become tomorrow's leaders. During FY 2010, Treasury placed three ILF interns.

Workforce Recruitment Program (WRP)

WRP is a resource to connect public and private sector employers nationwide with highly motivated post-secondary students and recent graduates with disabilities who are eager to prove their abilities in the workforce.

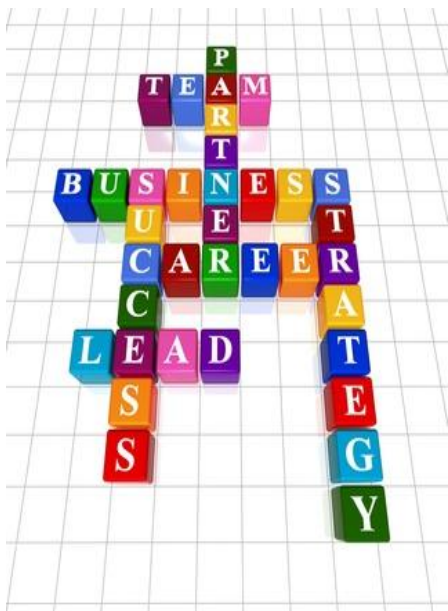
Coordinated by the Department of Labor and the Department of Defense, the Workforce Recruitment Program sends trained recruiters to conduct personal interviews with interested students on college and university campuses annually; Treasury provided seven recruiters from the DO, IRS and the FinCEN. From these interviews, a data base was compiled containing information on more than 1,500 college students and recent graduates seeking temporary or permanent jobs. In FY 2010, Treasury hired a total of 13 WRP students.

Hamilton Fellows Program

In FY 2009, DO piloted the Hamilton Fellows Program, designed to help recruit and attract exceptional individuals to the Federal workplace who have diverse professional experiences, academic training and competencies. Using the merit system principles, Hamilton Fellows are appointed to a two-year internship in the excepted service at the GS-9 grade level. Through formal training and development, Hamilton Fellows are prepared for careers within the Department of the Treasury. Upon successful completion of the program, Hamilton Fellows may be non-competitively converted to career or career-conditional appointments.

As a result of the program, in FY 2009, DO hired 16 students from graduate schools across the country. In FY 2010, this well-received program was expanded Treasury-wide and 42 students from graduate schools across the country were hired.





Essential Element C: Management and Program Accountability

Treasury continues to provide guidance and assistance to its bureaus on the reporting requirements under MD 715. During FY 2010, the Department improved our MD-715 data processing by:

1) Enhancing our Workforce Analytics tool to allow our bureaus to filter data down to the fifth level of reporting. The added filters will assist bureaus in conducting drill down analysis during the barrier analysis process, and

2) Providing quarterly workforce data tables and conducting quarterly data review sessions to enhance the accuracy of data contained in the MD-715 Report.

OCRD and HR Connect staff also conducted two two-day Basic MD-715 training workshops for new bureau EEO and HR personnel. The training provided basic guidance on MD-715 reporting requirements, explained how to review workforce data tables, how to identify triggers, and most importantly discussed

taking the next steps to conduct barrier analysis. Additionally, the team provided refresher training on the use of the Adhoc Query tool to conduct a detailed drill down analysis into the workforce data. The Department will continue to work with our HR Connect Program Office and bureaus to enhance the delivery and usability of Treasury's automated workforce data tables and analysis tools.

As previously discussed, in FY 2010, after completing required enhancements, the Department deployed the Exit Survey to our remaining bureaus on February 5, 2010.

The exit survey tool was designed to assist Treasury's bureaus in determining reasons for employee turnover rates that are greater than their overall participation rates within the workforce.



While the employee responses did not indicate any significant differences between men and women, or between Hispanics, Whites or any other races, we noted that 72% of the respondents were White compared to their overall workforce participation rate of 60%. Additionally, 73% of the separating respondents were age 50 or over and 62% of the respondents reported that they were retiring while only 17% indicated they had accepted other positions. However, the data on all separations shows that 58.4% of the separating employees left for reasons other than retirement (see page 61). We also noted that 79% of the separating permanent respondents indicated their work experience was generally positive and 80% indicated they would recommend Treasury as a

good place to work. In addition, 73% of those retiring respondents stated they would be interested in becoming reemployed annuitants.

Departing employees responded favorably overall to most questions. However, a significant number (44%) cited *Work/Life Balance* as the top factor affecting a permanent employee's decision to leave Treasury. Similar concerns were noted when OCRD reviewed the results of Treasury's FY 2010 Federal Employee Viewpoint Survey (FedVIEW) results. Although not considered a weakness as defined by OPM, only slightly more than half (56.6%) of Treasury employees indicated they were satisfied with the Treasury Telework Program. In fact, 20% indicated they were unable to telecommute even though they were currently in positions conducive to telework.

OCRD also analyzed the FY 2010 FedVIEW results by ethnicity, race and gender. OPM identified 12 questions as having significant differences in response rates by race, ethnicity or gender. Response rates to five of these twelve questions were at or above 65% and were considered "Strengths". We analyzed the seven remaining questions that had response rates below 65% by race, ethnicity, or gender:

- Women, Blacks, Native Hawaiian or Other Pacific Islanders, American Indian/Alaska Natives, and Two or More Races response rates were below 40% indicating that almost two thirds of those groups did not believe promotions in their work unit are based on merit;
- Blacks were the only group with a response rate significantly below

65% (more than 5%), indicating that a large segment of the population of Black employees believe prohibited practices are tolerated in the agency;

- Most groups except Asians and Native Hawaiian or Other Pacific Islanders indicated they did not feel the survey results would be used to make the agency a better place to work;
- All groups, with the exception of Asians, expressed that they did not feel the leaders in their organization generated high levels of motivation or commitment to the workforce;
- All groups, with the exception of Asians and Hispanics, expressed that they did not have a high degree of respect for their organization's senior leaders;
- All groups, with the exception of American Indian/Alaska Natives, expressed they were not satisfied with the policy and practices of their senior leaders; and
- Women, Native Hawaiian or Other Pacific Islanders, and Blacks expressed the least satisfaction with their agency's current telework program.

In the overall responses, there were 38 questions to which employees responded at rates of 65% or higher (strengths) and only two questions with response rates below 42% (Weakness). However, no significant difference in the response rate by race, ethnicity or gender was noted in those two questions:

- Dealing with poor performers (36% negative), and

- Pay raises depend on how well employees perform their job (41% negative).

While the analysis indicated there are still areas where improvements are warranted, as a direct result of the FY 2010 FedVIEW results, Treasury was recognized by OPM as one of the agencies that showed the most improvement in the areas of:

1. Leadership and Knowledge Management,
2. Results Oriented Performance Culture,
3. Talent Management, and
4. Job Satisfaction.

The FY 2010 improvements are largely due to the actions taken by Treasury's Office of Human Capital and Strategic Management (HCSM) in response to the FY 2008 Federal Human Capital Survey (FHCS) results. Throughout FY 2009 and 2010, HCSM focused attention on those areas which showed the most improvement. Each bureau had a FHCS point of contact and developed bureau-specific action plans to address deficient scores and/or areas of weaknesses. Additionally, HCSM developed a Treasury-wide action plan for the top three areas needing improvement:

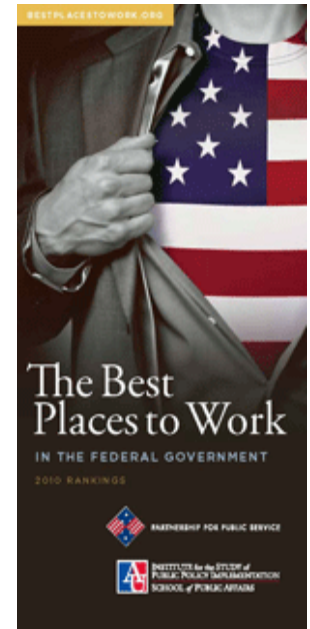
- *Leadership,*
- *Work life balance, and*
- *Performance management.*

Treasury also was recognized by the Partnership for Public Service and American University, in the Annual Best Places to Work in the Federal Government rankings and was presented one of two "Most Improved Large Agency" awards. Out of 32 agencies, the Department moved from 17th place to 12th place in the overall rankings. Treasury bureaus also hold three of the six top-rated agency bureaus or subcomponents rankings: the Office of Inspector General, the Office of the Comptroller of the Currency, and the Bureau of Public Debt.

The results from the exit survey, FedVIEW, and Best Places to Work rankings have been shared with the bureaus along with the recommendation that the bureau specific results be reviewed and the results incorporated into each bureau's FY 2010 MD-715 report, along with the details of any action plans developed to address noted areas of concern. OCRD plans to continue to monitor the results of the exit survey at least semi-annually to determine if bureau action plans are resulting in the desired impacts.

The Department continued the deployment of its EEO audit program established in FY 2008 to strengthen Headquarters' oversight of the bureaus.

During the 3rd and 4th quarter of FY 2010, OCRD conducted an audit of the FinCEN and FMS.



The FinCEN's EEO Program satisfied most of the Essential Elements of a Model EEO Program, as set forth in EEOC's Management Directive 715. However, there were areas where improvements were recommended. The recommendations included:

- ✓ Involve management in the barrier analysis process;
- ✓ Inform management about FinCEN's disability hiring goals and the tools available for helping FinCEN reach these goals;
- ✓ Include tangible outreach and recruitment activities in Special Emphasis plans and reports;
- ✓ Provide separate informational meetings for employees and managers regarding the role and responsibilities of the EEO office as well as where to obtain assistance with non-EEO matters.

The results of that audit will be shared with FinCEN leadership in January FY 2011.

The FMS EEO Program also satisfied most of the Essential Elements of a Model EEO Program, set forth in EEOC's Management Directive 715. Areas noted in its program where improvements were recommended. included:

- ✓ Involve HR, Recruiters and management in the barrier analysis process;
- ✓ Inform management about FMS' disability hiring goals and the tools available for helping FMS reach these goals;

- ✓ Ensure EEO is present during agency deliberations prior to decision regarding workforce changes;
- ✓ Update EEO related posters to ensure employees have access to the most current information;
- ✓ Be proactive in working with managers and the HR Office to identify diverse groups associated with FMS specific occupations when a job vacancy arises.

The results of that audit will be shared with FMS leadership in January FY 2010.

Additionally, In accordance with Executive Order 13518, *Employment of Veterans in the Federal Government* (issued November 9, 2009), the Department created a Veterans Employment Program Office (VEPO) which will focus recruitment and hiring activities aimed at veterans and disabled veterans. In addition, the VEPO established a Veterans Employment Steering Committee to develop the requirements of a new Veterans Quickview Dashboard to assist in future workforce planning initiatives and issued its first quarterly newsletter in August 2010.

Essential Element D: Proactive Prevention of Unlawful Discrimination

SPECIAL EMPHASIS PROGRAMS

Special Emphasis Programs (SEPs) continue to provide a framework for incorporating EEO principles of fairness and equal opportunity into the fabric of the Department, across the employment spectrum. Established throughout the Department, the three federally mandated SEPs -- the Hispanic Employment Program, the Federal Women's Program, and the Persons with Disabilities Program -- reflect the Department's commitment to equal opportunity, dignity, and respect. At their discretion, individual bureaus have established other SEPs such as the

African-American, Asian American / Pacific Islander and the American Indian /Alaska Native employment programs.

SEP Managers and Coordinators serve as resource persons or advisors on the unique concerns of the particular constituent group and support the Internship Programs and other partnerships discussed previously.

Our SEPs also provide an opportunity to inform and train all employees through sponsorship of a variety of events and speakers designed to educate the workforce about diversity and understanding differences. The FY 2010 programs were:

Month	Event	Date	Speaker/Activity
October	National Disability Employment Awareness <i>"Expectations + Opportunity = Full Participation"</i>	10/15/09	John D. Kemp
November	American Indian/Alaska Native <i>"Taking the Path of Leadership"</i>	11/19/09	Susan Shown Harjo
February	Black History <i>"The History of Black Empowerment"</i>	2/24/10	Donna Brazile
March	Women's History <i>"Writing Women Back Into History"</i>	3/12/09	Women In Finance Symposium
April	Inter-Agency Days of Remembrance Program	6/9/10	Resist, Escape, Survive
May	Asian American/Pacific Islander Heritage <i>"Diverse Leadership For a Diverse Workforce"</i>	5/18/10	Phil Tajitsu Nash
June	Lesbian, Gay, Bisexual and Transgender (LGBT) Pride Month <i>"Over The Rainbow: Be Seen, Be Heard, Be There"</i>	6/11/10	Nancy Sutley
August	Women's Equality Day <i>"90th Anniversary of the Women's Bureau, Celebrating Women's Right to Vote"</i>	8/12/10	Latifa A. Lyles
September	Hispanic Heritage <i>"Heritage, Diversity, Integrity and Honor: The Renewed Hope of America"</i>	9/20/10	Carlos Slim Helú

ALTERNATIVE DISPUTE RESOLUTION (ADR)

The Department has devoted many of its resources to resolving conflict through dispute prevention and through Alternative Dispute Resolution (ADR) methods.

Conflict that results in formal disputes is costly and disruptive to the workforce.



To that end, on August 16, 2010, the Department issued Directive TN-10-001. TN-10-001 states that all Treasury managers and supervisors have a duty to cooperate in ADR during the EEO process. Once the Agency has determined that the issues in a complaint are appropriate for ADR and has offered ADR, if the complainant accepts the offer in the administrative complaint process, a management official must participate in the ADR session.

To educate Treasury employees on various tools to deal with conflicts in the workplace, the Treasury's Dispute Prevention Working Group (DPWG) created Dispute Prevention Week (DPW). The Department's FY 2010 Dispute Prevention Week was held June 7 through 11. The theme for this year's DPW was "*Diving into Conflict*", and began with an opening presentation by Mr. Robert Mnookin and Mr. Johnston Barkat. Mr. Mnookin, Chair of the Program on Negotiation at Harvard Law, provided insights from his latest book titled, "*Bargaining with the Devil: When to Negotiate, When to Fight*". Mr. Barkat, an expert in mediation and conflict resolution, shared his experience in

negotiation as the United Nations Ombudsman.

In FY 2010, 94% of EEO counseling contacts were offered ADR, and 50% of those offered ADR participated in ADR at the informal level.

ADR Offered to Complainants (Informal) FY 2010

Total Counseling	731
Total ADR Offered	686
Total Accepted	368
Acceptance Rate	50%
Offer Rate	94%

During FY 2010, 54% of complainants were offered ADR in the formal EEO complaint process. The acceptance rate by complainants who filed formal complaints was 24%.

ADR Offered to Complainants (Formal) FY 2010

Formal Complaints	449
Total ADR Offered	240
Total Accepted	107
Acceptance Rate	24%
Offer Rate	54%

Shared Neutrals Program

Through the Treasury Shared Neutrals (TSN) Program, Treasury maintains a nationwide cadre of certified and highly trained neutrals (also known as mediators). TSN mediators are employees from various organizations trained in the art of mediation who voluntarily serve on a collateral-duty basis. Their objective is to assist bureaus in resolving all types of workplace disputes at the earliest stages of the conflict and to provide a resolution through mediation, facilitation, and coaching.

In past years, the TSN Program had been administered by the Bureau Resolution Center within the BEP. However, in FY 2010, as part of the program's 10-year anniversary, the Department began sharing the program responsibilities by rotating leadership for the program every two years among all of Treasury's bureaus. OCC was given leadership for the program at the end of September 2009 and will retain leadership until September 2011.

Throughout FY 2010, OCC leadership continued to ensure mediators were accessible nationwide within Treasury at limited cost to participating bureaus. FY 2010 accomplishments included:

- 50% resolution/success rate; resolved 13 out of 26 ADR interventions.
- Developed and distributed a new TSN brochure.
- Hosted the FY 2010 Dispute Prevention Week Program

featuring Robert Mnookin and Johnston Barket.

- Five TSN mediators and their supervisors were recognized for their significant contributions to the TSN program.

Essential Element E: Efficiency

Treasury has sufficient staffing, funding and authority to comply with the time frames established in EEOC regulations (29 CFR §1614) for processing EEO complaints of employment discrimination. Treasury promotes and utilizes an efficient and fair dispute resolution process and has a system in place for evaluating the impact and effectiveness of the Department's EEO complaint processing program. Treasury's complaint management system, I-Trak, continues to provide greater Department-wide tracking and case management capabilities for both the formal and informal complaint process.

Discrimination Complaints

In the area of discrimination complaints, OCRD is responsible for providing authoritative advice to bureau EEO staff, and the Treasury Complaint Center. OCRD also develops complaint policies and procedures and produces high quality final agency decisions. In addition, OCRD oversees the Department's appeal process, tracks all appeal decisions, and monitors compliance with decisions issued by the Equal Employment Opportunity Commission (EEOC).

The Treasury Complaint Center, located in Dallas, TX, is responsible for the acceptance and the investigation of all individual complaints of discrimination, except for those cases which would present a conflict of interest.

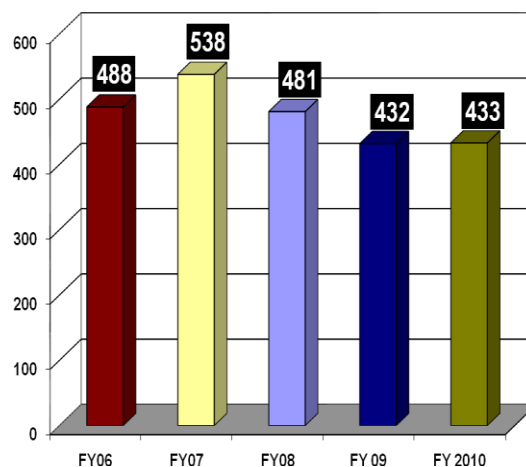
Discrimination complaints may be accepted on the basis of race, color, national origin, religion, sex, age, disability, protected genetic information, or reprisal.

The Department also has special procedures for handling complaints on the basis of sexual orientation or parental status. The latter two bases were added in response to Presidential Executive Orders.

Complaint Activity

Treasury timely submitted the Equal Employment Opportunity Commission 462 Report in October 2010. The Report is an annual assessment of the agency's formal and informal complaints, and of avenues used to resolve issues prior to and during the complaint process.

During FY 2010, the number of EEO complaints filed by Treasury employees and applicants increased by one from the number filed in FY 2009.



* Effective FY 2007, "mixed case" complaint data is required to be included in complaint statistics. Mixed case complaint data is not included in complaint data prior to FY 2007.

At the close of FY 2009, Treasury had 585 complaints pending that were carried over to FY 2010. During FY 2010, 433 complaints were filed and Treasury closed 449 complaints.

Prior to FY 2010, Genetic Information complaints were processed under the Department's modified procedures. The Genetic Information Non-Discrimination Act (GINA) became effective November 2009, and these complaints are now processed as EEO complaints in the statutory complaint process.

In FY 2010, the Department timely completed 94.8% of EEO counselings, a slight increase of 0.7% from 94.1% in FY 2009.

At the end of FY 2010, agency personnel completed 351 investigations, of which 204 (58%) were completed within 180 days or less. There were 139 (40%) investigations completed between 181-360 days. A total of 8 (2%) investigations were completed in 361 or more days. Because time frames are extended under certain situations, 86% of all investigations were timely completed, a significant improvement from 61.2% in FY 2009. This accomplishment is largely due to the Treasury Complaint Center's focused efforts to clear out backlogged cases in FY 2010.

Treasury issued 194 final agency decisions in cases where a hearing was not requested. Of these decisions, 145 were merit decisions and 49 were procedural dismissals. In FY 2010, four merit decisions (2.1%) found discrimination, compared to five in FY 2009.

Overall, Treasury processed 145 merit decisions within an average of 45.9 processing days which is a decrease compared to the 50.4 average processing days in FY 2009. Eighty-one percent of those merit decisions were timely issued within 60 days of receipt of the decision request. This is an increase from the 77% that were timely issued in FY 2009.

Treasury issued 110 final agency actions in cases with an administrative judge's decision (i.e., cases where a hearing was requested); two involved a finding of discrimination.

At the end of FY 2010, Treasury had 569 complaints pending (including complaints that were remanded by the EEOC for further processing). Pending complaints can be at the acknowledgement, investigation, hearing or final agency decision stages.

At the end of FY 2010, 33% of pending complaints were at the investigation stage. Fifty-eight percent of all pending complaints were awaiting a hearing before an EEOC Administrative Judge. A total of 49 (9%) of the complaints remained pending in the final agency decision/action phase. As seen in the chart below, in FY 2009 (the latest year for which Government-wide data is available) Treasury's age of inventory of pending complaints was the 3rd lowest of all the cabinet level agencies.

**EEOC Average Days Case Pending
for Cabinet Level Agencies
(FY 2009)**

Agency	#Pending (Not at Hearing)	Average Days
Commerce	278	103.3
HHS	222	156.9
Treasury	277	188.3
VA	1,189	190.5
State	79	191.3
Energy	49	205.9
DOT	280	222.3
Labor	53	229.8
HUD	116	258
Education	51	260.6
Interior	233	337.7
USDA	524	344.2
DOJ	1,016	378.2
DHS	1,550	485.9

The most frequently cited bases and issues alleged in Treasury's EEO complaints have remained constant for

several years. The first two most frequent bases and issues mirror Government-wide trends. However, across the Federal Government the third most frequent basis is Disability (and Race-Black is fourth) and the third most frequent issue alleged is "Terms and Conditions" of employment.

**Top Three Bases and Issues of Formal
Complaints Filed during FY 2010**

Bases	Issues
Reprisal	Harassment (Non-Sexual)
Age	Promotion/Non-Selection
Race (Black)	Evaluation/Appraisal

While the Department consistently strives to improve the efficiency of our complaint processing, we also strive to ensure quality is not sacrificed for speed. To emphasize the quality of products delivered from the Department's complaint processing staff, note that Treasury continues to have one of the lowest reversal rates for procedural decisions of the 14 cabinet level agencies. In FY 2009, Treasury had the lowest reversal rate of the cabinet level agencies, with the EEOC reversing only 2.3% (1) of Treasury's procedural decisions, while other agencies had from 8.3% to 40.7% of their procedural decisions reversed. This is an improvement from FY 2008, where Treasury had the second lowest reversal rate (4.8% or 5).

EEOC Procedural Closure Reversal Rates for Cabinet Level Agencies (FY 2009)

Agency	# EEOC Procedural Closures	# EEOC Procedural Reversals	% of EEOC Procedural Reversals
Treasury	44	1	2.27
HUD	12	1	8.33
VA	193	20	10.36
DHS	104	15	14.42
Energy	6	1	16.67
Labor	16	3	18.75
DOJ	56	14	25.00
Commerce	23	6	26.09
USDA	45	12	26.67
State	22	7	31.82
Interior	12	4	33.33
Education	6	2	33.33
DOT	73	27	36.99
HHS	27	11	40.74

The percentage of Treasury employees who filed formal EEO complaints has fallen from 0.47% of the workforce in FY 2005 (577 complainants) to 0.32% in FY 2009 (395 complainants). According to the EEOC, in FY 2009, Treasury had the fewest complainants as a percentage of the workforce of all the cabinet level agencies.

When EEOC releases the “FY 2010 complainants as a percentage of the workforce data,” the Department anticipates it will again be among those agencies with the fewest complainants as a percentage of the workforce (0.31% or 379 complainants)

EEOC Complainants as a Percentage of the Workforce (FY 2009)

Agency	Complainants as a Percentage of Total Workforce
Treasury	0.32
Interior	0.33
USDA	0.39
State	0.47
HHS	0.48
Energy	0.48
DOT	0.56
Labor	0.56
DOJ	0.61
Commerce	0.69
VA	0.70
DHS	0.74
HUD	0.94
Education	0.97

* Note that since a complainant may file more than one complaint, the number of complainants is typically fewer than the number of complaints.

Essential Element F: Responsiveness and Legal Compliance

Treasury is in compliance with the law, including EEOC regulations, directives, orders and other instructions. The Department has posted all required No Fear Act information, provided the required training, and consistently filed timely MD-715 and EEOC Form 462 reports as well as other reports required by EEOC and OPM.

External Civil Rights

OCRD provides policy, oversight, expert advice and guidance to Treasury bureaus in complying with civil rights responsibilities and requirements resulting from Treasury federally conducted or assisted programs. Treasury's nondiscrimination policy provides that individuals have equal opportunity to participate in, and receive benefits from, all programs or activities funded by the Department.

Federal financial assistance is defined as programs providing monetary or non-monetary assistance to a recipient to support a public purpose. Federal financial assistance includes, but is not limited to, grants and loans of federal funds, donations of federal property, training, details of federal personnel, and any agreement, arrangement or other contract which has as one of its purposes the provision of assistance. A federally conducted program or activity is, in simple terms, anything a federal agency does.

OCRD also processes complaints from individuals alleging discrimination in Treasury conducted or assisted programs or activities. Race, color or

national origin complaints alleging discrimination in programs or activities receiving Treasury financial assistance may be filed pursuant to Title VI of the Civil Rights Act of 1964. Complaints alleging age discrimination in Treasury assisted programs may be filed pursuant to the Age Discrimination Act of 1975. Complaints alleging sex discrimination in Treasury assisted educational programs may be filed pursuant to Title IX of the Education Amendments of 1972. Complaints alleging disability discrimination in programs or activities receiving financial assistance from, or conducted by the Department, may be filed pursuant to Section 504 of the Rehabilitation Act of 1973. Complaints alleging denial of accessibility to electronic and information technology in use by the Department may be filed pursuant to Section 508 of the Rehabilitation Act of 1973, as amended.

In FY 2010, Treasury received 46 complaints of discrimination or inquiries pertaining to the external civil rights program, compared to 29 complaints and inquiries received during FY 2009. Of the external complaints filed in FY 2010, seven were determined to fall under the jurisdiction of the Department and accepted for investigation. One of the complaints resulted in a finding of discrimination by a recipient of Treasury financial assistance.

During FY 2010, the OCRD External Civil Rights Program Manager focused on enhancing the existing compliance and continued to focus on ensuring that Treasury regulations and policies were in place. The Civil Rights Program Manager conducted the first internal civil rights compliance review of a Treasury bureau. This year OCRD

conducted a compliance review of the Internal Revenue Service's compliance with Section 504 of the Rehabilitation Act. The resulting civil rights compliance review report will provide recommendations to improve the existing program accessibility being offered by the IRS. During FY 2010, the U.S. Mint ensured that their Commemorative Coin Program, an assisted program, was compliant with Title VI of the Civil Rights Act of 1964. The Civil Rights Program Manager was able to provide technical assistance to the Mint's EEO staff working on the project. The Mint conducted their first pre-award compliance reviews of their recipients. The Treasury bureaus have also continued to work on establishing or updating their existing Language Assistance Plans.

Treasury also continued to support the overall civil rights enforcement by the Federal Government. This fiscal year, Treasury hosted the June meeting of the Federal Interagency Working Group on Limited English Proficiency.

Agency/Bureau State of the Agency MD-715 Briefings

During FY 2010, the Department conducted its FY 2009 State of the Agency Briefing with senior leadership on January 27, 2010. Immediately following the submission of Treasury's FY 2010 report, OCRD will brief senior leadership on the Department's status in establishing and maintaining a model EEO Program during FY 2010.

The Department also continued to hold one-on-one briefings with each of its bureaus in an effort to improve the mutual understanding of bureau program deficiencies and workforce triggers/barriers. These briefings continue to provide a forum for OCRD and bureau EEO staff to dialogue about possible internal and external factors that may be contributing to triggers/barriers and to identify corporate strategies that may assist bureaus in determining if workplace barriers exist.



OCRD also provided each bureau an assessment of its FY 2009 MD-715 report, acknowledging accomplishments and noting areas for improvement. OCRD continues to require each bureau to select a minimum of one or two key areas and conduct or at least initiate the required barrier analyses to determine if barriers exist. If barriers are found, the bureaus are required to prepare a PART I and establish plans to eliminate the identified barriers during FY 2010. If no barrier existed, then the bureaus are required to either submit a PART I with the required analysis that proved no barriers exist or include the detailed information in its MD-715 Executive Summary.

Demographics

Over the last six years, Treasury's bureaus have identified that a lack of focused recruitment and outreach has impacted the diversity of their workforce. As a result, the bureaus established recruitment/outreach plans to increase diversity in those areas with lower than expected participation rates. Other than Whites, the two groups whose participation rates are of the most concern are Hispanics and individuals with targeted disabilities. Therefore in FY 2010, Treasury placed emphasis on these two key areas.

Thus, while this MD-715 report contains Treasury's workforce demographics over the six year period of FY 2005 to FY 2010², it focuses on Hispanics and individuals with targeted disabilities. As is the case for many federal agencies, but particularly for a cabinet level agency the size of Treasury, it is impractical to expect any demographic data to change by more than a percent in a single fiscal year. Indeed, such data typically varies only by tenths of a percent from one year to the next.

² During FY 2003, several former Treasury components were placed within the Department of Homeland Security and the Department of Justice. These Treasury components included the U.S. Secret Service, U.S. Customs Service, and Federal Law Enforcement Training Center, which were incorporated into the new Department of Homeland Security, as well as the Bureau of Alcohol, Tobacco and Firearms, which was transferred to the Department of Justice. These changes continued to impact the Department throughout FY 2004. Thus, data from FY 2005 – FY 2009 was the first opportunity to present a meaningful 5-year trend analysis of Treasury's workforce.

Participation Rates in the Permanent Workforce

As of the close of FY 2010, Treasury had 120,360 permanent employees. When examining workforce demographics, comparisons are made to the 2000 Civilian Labor Force (CLF)³ availability rates. The chart below depicts the participation rates in Treasury's permanent workforce for FY 2005 and FY 2010 as compared to the current CLF. As can be seen, there has been little change in Treasury's participation rates for men and women. Women continue to be drawn to employment opportunities at the Department and comprised 63.5% of the permanent workforce in FY 2010, which continues to exceed the CLF availability rate of 46.8%.

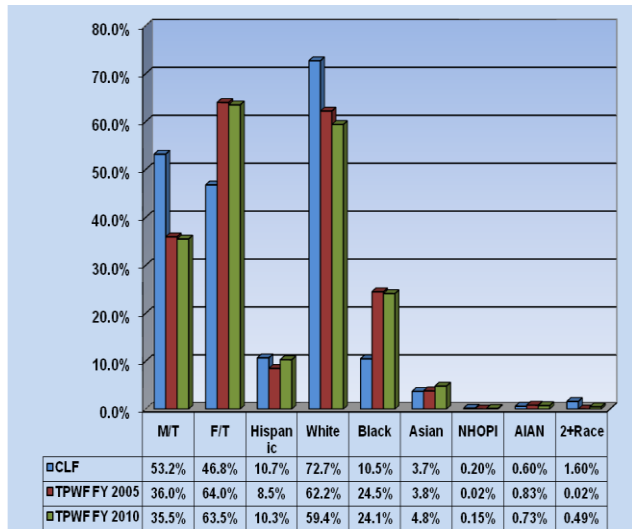
Thus, the participation rate for men in Treasury's permanent workforce only increased by 0.5%, from 36% in FY 2005 to 36.5% in FY 2010. This 36.5% participation rate for men remains below the CLF availability rate of 53.2%.

In FY 2005, Treasury's permanent workforce was 62.2% White and 37.8% non-White. In FY 2010, Whites were 59.4% of the workforce and non-Whites increased to 40.6%. Thus, Treasury has noted a positive trend in the increased participation rate for non-Whites in the overall workforce. In fact, Blacks, Asians and American Indian/Alaska Natives are participating at rates greater than their CLF availability rates and Hispanics and Native Hawaiian or Other Pacific

³ Civilian Labor Force (CLF) data is derived from the decennial census reflecting persons 16 years of age or older who are employed or are seeking employment, excluding those in the Armed Services. Currently, CLF data is based on the 2000 Census and is not adjusted for citizenship.

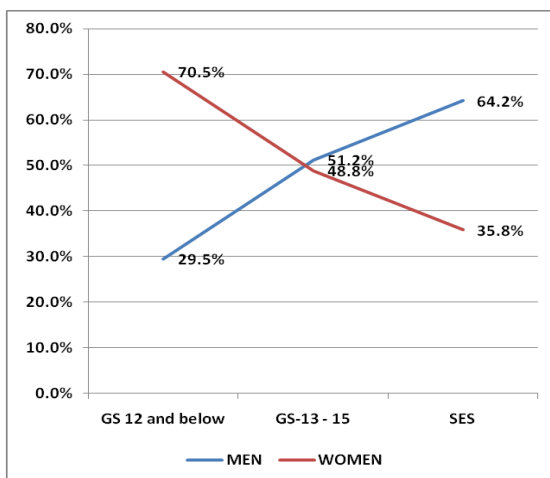
Islanders are participating at rates very close to their availability rates. Whites and Two or More Races are the only groups participating at rates significantly below their CLF availability rates.

**Permanent Workforce Demographics
CLF Comparison
FY 2005 and FY 2010**

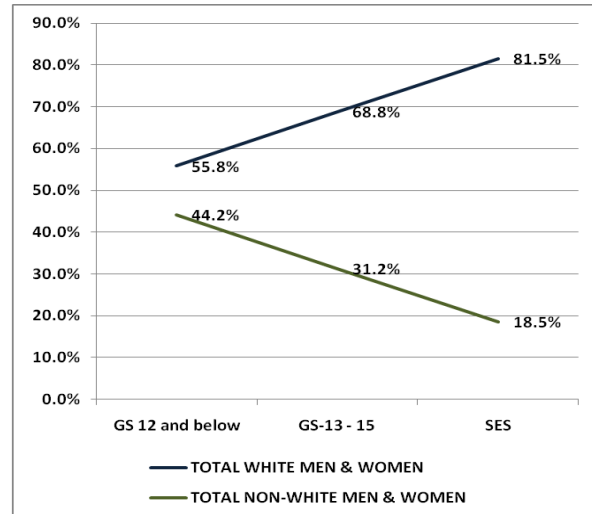


While not a focus in this year's report, we remain concerned about the grade distribution of women and non-Whites in Treasury's workforce.

FY 2010 Grade Distribution by Gender



**FY 2010 Grade Distribution by
White and Non-White**



For additional six year trend data on each group's participation rates in the workforce, in major occupational series, new hires and separation, see the Trend Analysis (pages 36 - 61).

Hispanics at Treasury

The Office of Personnel Management issued its 9th Annual Report to the President on Hispanic Employment in the Federal Government on April 22, 2010. The report covers the period of July 1, 2008 to June 30, 2009. The Executive Summary noted that Treasury and three other agencies (the Department of Homeland Security, Veterans Affairs and Defense) accounted for over three-fourths of all Hispanic permanent new hires. Treasury had the second highest percentage of new permanent employees who were Hispanic (13.6%). Treasury continued to be among the top five agencies in the percentage of Hispanic employees, tying with the Department of Justice as the fourth highest (9.1%). Of all Professional Occupations, the Government Wide percentage of new hires who were Hispanic was 3.6%; the Professional Occupation having the highest percentage of new hires who were Hispanic was the Internal Revenue Agent (6.3%). Finally, Treasury had the fourth highest percentage of Hispanic permanent new hires under the Student Career Experience Program (13.6%)

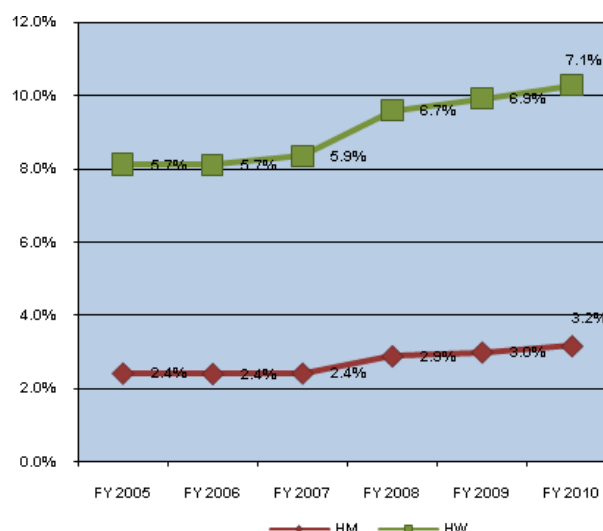
Treasury has continued the trend of an increased participation rate and hire rate for Hispanics in FY 2010. Hispanic representation in Treasury's permanent workforce increased from 9.9% in FY 2009 to 10.3% in FY 2010. While the participation rate of Hispanics remains below the CLF availability rate of 10.7%, they are represented at a rate significantly above the Government-wide rate of 7.9%.

FY 2010 Total Hispanic Men and Women in Federal Government and Treasury Compared to the Civilian Labor Force

	Federal Government	Treasury	CLF
Hispanic Men	4.7%	3.2%	6.2%
Hispanic Women	3.2%	7.1%	4.5%
Total	7.9%	10.3%	10.7%

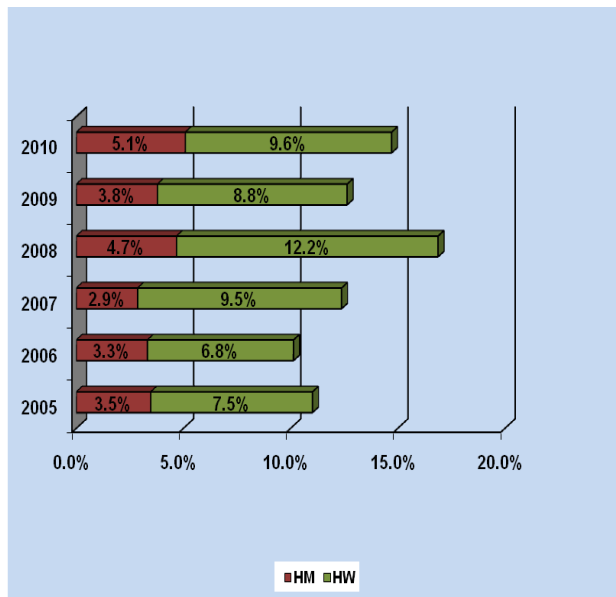
As previously noted, women are highly attracted to employment opportunities at the Department; and Hispanic women continued to be represented at a rate (7.1%) well above their CLF availability rate (4.5%) in FY 2010. Hispanic men continued to have a lower than expected participation rate in the permanent workforce although their participation rate increased from 3.0% in FY 2009 to 3.2% in FY 2010; an increase of 270 individuals.

FY 2005 - FY 2010 Participation Rate Trends for Hispanic Men and Women



As shown in the chart below, Hispanics have represented an average of 13% of the permanent new hires over the last six years. Hispanic men have represented an average of 4% of all permanent hires and Hispanic women have represented an average of 9%. Should this hiring trend continue, Hispanic women will continue to be represented at a rate significantly above their 2000 CLF availability rate and Hispanic men could reach their CLF availability rate within the next few years⁴.

FY 2005 – FY 2010 Hire Trends for Hispanic Men and Women



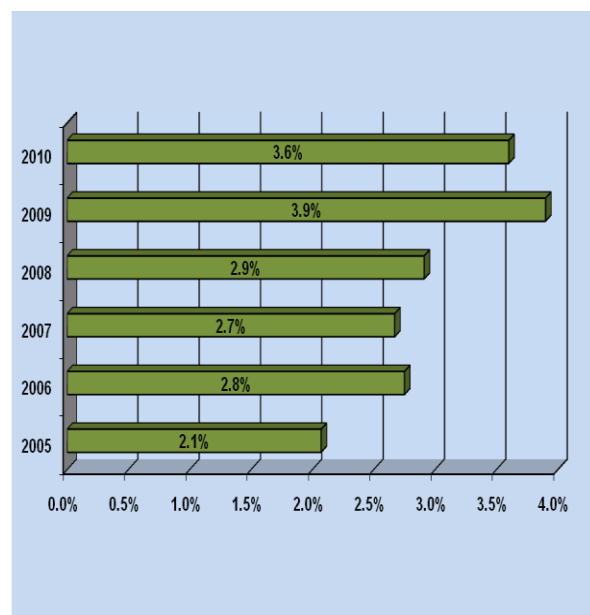
While the Department is pleased with the overall participation rate of Hispanics in its permanent workforce (10.3%), Treasury is concerned with the distribution of Hispanics in its permanent GS workforce; Hispanics tend to be concentrated in the lower grades. Of the 84,643 positions at or below the GS-12 level, Hispanics hold approximately

⁴ However, when the results of the 2010 Census are released, it is expected that the Hispanic CLF availability rate will have grown significantly.

12.2% of those positions. Hispanics hold approximately 5.5% of positions at the GS-13 to GS-15 levels, and 3.6% of the Senior Pay Levels⁵ (SPL) level positions.

Treasury also is focused on the distribution of Hispanics in the SES and equivalent level positions. Over the past six (6) years, Hispanics have made up approximately 3.0% of Treasury's SPL positions. As can be seen from the chart below, at Treasury, Hispanic representation in SPL positions has increased from 2.1% in FY 2005 to 3.6% in FY 2010, a rate equal to the Federal Government rate for Hispanics in the SPL positions (3.6%).

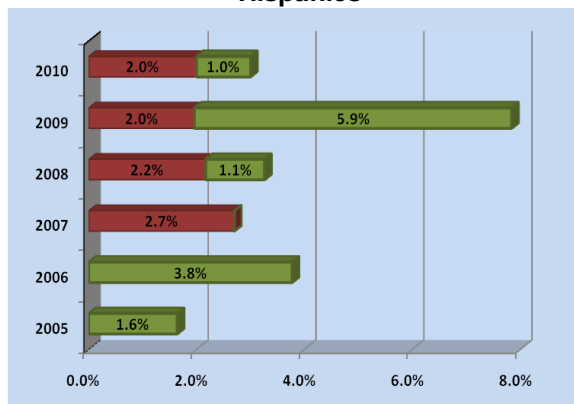
FY 2005 – FY 2010 SPL Participation Trends for Hispanics (Permanent Employees Only)



Moreover, the percentage of Hispanics joining Treasury's SPL cadre has increased. Over the last five years, the percentage of Hispanics who were hired or promoted into the SPL positions increased from 1.6% in FY 2005 to 3.0% in FY 2010.

⁵ Senior Pay Level Positions (SPL) are equated to SES and equivalent positions.

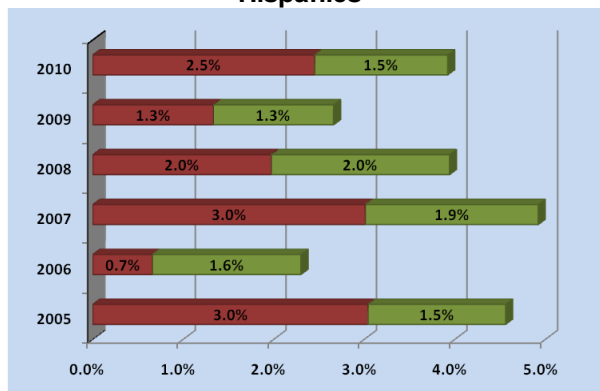
FY 2005 – FY 2009 SPL Growth Trends for Hispanics



	HM	HW
2010	2.0%	1.0%
2009	2.0%	5.9%
2008	2.2%	1.1%
2007	2.7%	0.0%
2006	0.0%	3.8%
2005	0.0%	1.6%

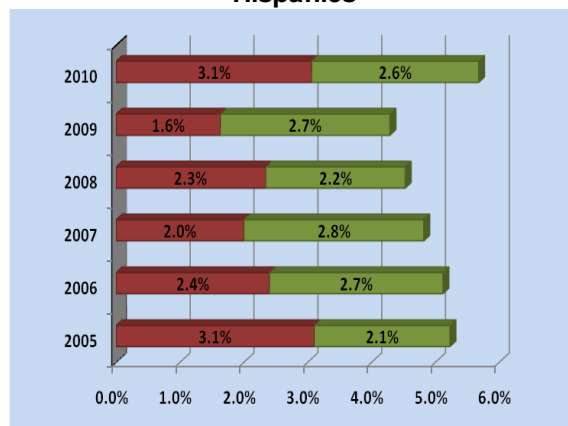
In the important “feeder” grades leading to SPL positions, Treasury noted a decreased growth trend for Hispanics into positions at the GS-13 through GS-15 levels from FY 2007 through FY 2009. However, in FY 2010, there was positive growth in all grades when compared to FY 2009.

FY 2005 – FY 2010 GS-15 Growth Trends for Hispanics



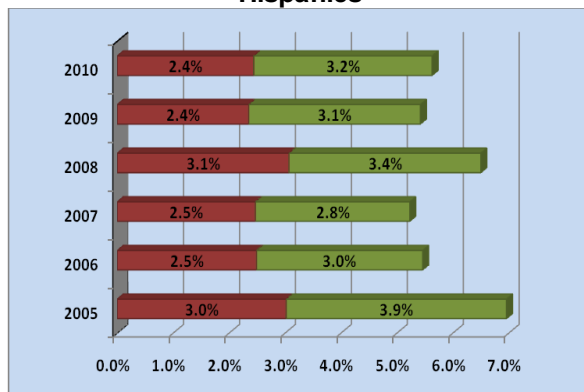
	HM	HW
2010	2.5%	1.5%
2009	1.3%	1.3%
2008	2.0%	2.0%
2007	3.0%	1.9%
2006	0.7%	1.6%
2005	3.0%	1.5%

FY 2005 – FY 2010 GS-14 Growth Trends for Hispanics



	HM	HW
2010	3.1%	2.6%
2009	1.6%	2.7%
2008	2.3%	2.2%
2007	2.0%	2.8%
2006	2.4%	2.7%
2005	3.1%	2.1%

FY 2005 – FY 2009 GS-13 Growth Trends for Hispanics



	HM	HW
2010	2.4%	3.2%
2009	2.4%	3.1%
2008	3.1%	3.4%
2007	2.5%	2.8%
2006	2.5%	3.0%
2005	3.0%	3.9%

During FY 2010, Treasury lost 9,104 employees due to separation. Of those separations, 8,281⁶ were voluntary separations and 823 were involuntary separations. Hispanics represented 10% (840) of the voluntary separations (8,281), a percentage that corresponds with their 10.3% participation rate. Of the voluntarily separating Hispanic employees, 620 (7.5%) were resignations, 179 (2.2%) were retirement, and transfers only accounted for 0.37% (31).

⁶ Total separations noted here are for the entire FY 2010 reporting period. As the Treasury wide Exit Survey was deployed on February 5, 2010, Exit Survey data contained in the Executive Summary only covers the period of February 5 – September 30, 2010. Treasury will have an entire years worth of Exit Survey responses in FY 2011 and beyond.

EMPLOYEES WITH TARGETED DISABILITIES

Treasury has maintained the highest participation rate of employees with targeted disabilities⁷ of all the cabinet-level agencies for at least the past six fiscal years (FY 2004 - FY 2009).⁸ Also noteworthy, IRS, Treasury's largest bureau, was ranked number five on the CAREERS & the disabled Magazine's 18th Annual Top 20 Government Agencies list.

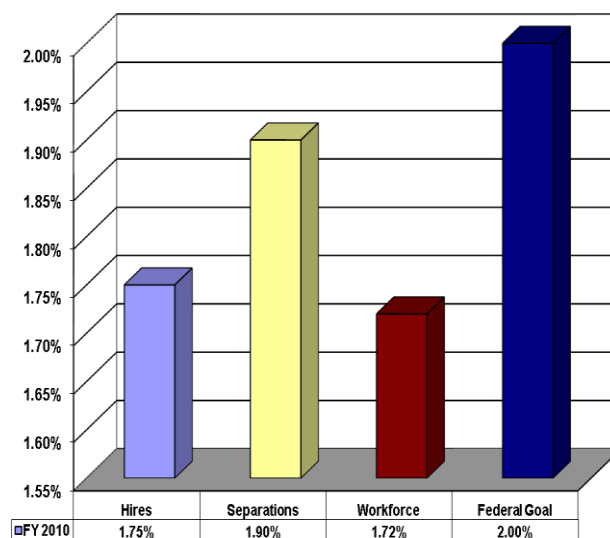


At the end of FY 2010, the Department's participation rate of permanent employees with targeted disabilities was 1.72%. During FY 2010, 1.75% of the Department's new permanent hires were employees with targeted disabilities and the Department's overall number of permanent employees with targeted disabilities increased from 2,041 in FY 2009 to 2,070 in FY 2010. However, the total size of Treasury's permanent workforce also grew from 118,255 to 120,360 and employees with targeted

disabilities were 1.90% of the separations. Therefore, as a result, Treasury maintained a 1.72% participation rate for individuals with targeted disabilities.

In FY 2008, each Treasury bureau set 5-year numerical hiring goals for individuals with targeted disabilities. Perhaps as a result of these hiring goals, in FY 2010, more permanent employees with targeted disabilities were hired (202) than separated (173) from Treasury.

Hires, Separations, Workforce and Federal Goal FY 2010



Hires	Separations	Workforce
202	173	2,070

⁷ Disability data is gathered from the U.S. Office of Personnel Management's Standard Form (SF) 256, which allows federal employees to self-identify as having any of a variety of impairments. "Targeted disabilities" are those impairments included on the SF-256 that the EEOC has instructed federal agencies to focus on, generally because these impairments are obvious during the hiring stage and present evident needs for reasonable accommodation. The targeted disabilities are: deafness, blindness, paralysis, missing extremities, convulsive disorders, distortion of limbs or spine, mental illness and mental retardation.

⁸ Government-wide data for FY 2010 is not yet available.

The employment of individuals with disabilities within the Department continues to be a focus of the Human Capital Advisory Council (HCAC). The Department continues to monitor the bureaus' progress in meeting their five year numerical hiring goals established in FY 2008.

During FY 2010, only one bureau (IRS-CC) met its FY 2010 hiring goal. Nonetheless, because the bureaus' goals were not set high enough to reach a participation rate of 2%, the rate of hires needs to continue to exceed the established goals. To ensure the Department becomes a model employer of people with disabilities and is compliant with Executive Order (EO) 13548⁹, both the bureau HR Officers and EEO Officers will be required to reevaluate their current hiring goals and establish new five year hiring goals in FY 2011 to meet or exceed our 2% hiring goals.

To assist the bureaus in reaching their FY 2010 disability hiring goals, on October 8 - 9, 2009, the Department hosted its second disABILITY Summit and Career Fair. Our theme, *Breaking Down Barriers through Collaboration, Communication and Compliance*, provided a renewed sense of responsibility and purpose. Building on the success of our FY 2009 Summit and Career Fair, this Summit was more action packed with several seminars to enhance the employment of individuals with disabilities. The Career Fair was streamlined by reviewing candidates' resumes in advance and providing invitations for an interview, which resulted in almost twice as many hires (9) than the previous year.

Additionally, Treasury participated in the FY 2010 Combined Federal Agency Hiring Event. The event, held on April 26, was designed to assist federal

agencies with increasing the employment of individuals with disabilities. Treasury employees served as members on the planning committee, sharing information that became the model used for the event. During the Career Fair, Treasury conducted a total of 83 interviews; 66 were face-to-face, 11 were telephonic, and 6 were off-site. Treasury's hires (11) represented 79% of the total hires for the event.

The Department also deployed OPM's online Schedule A training module tool on the Treasury Learning Management System to assist supervisors and managers in the employment of individuals with disabilities.

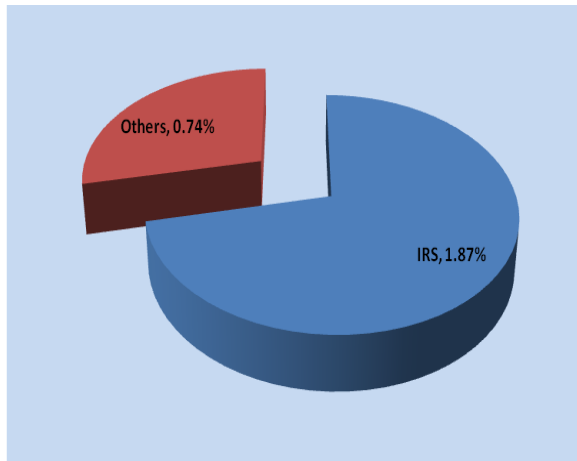
For FY 2011, The Department plans to develop a Treasury-wide resume database of qualified applicants with disabilities. The data base is expected to provide HR, EEO, Recruiters and hiring managers a one-stop-shop of qualified candidates with disabilities who are seeking employment with the Department of the Treasury.

Additionally, Treasury will utilize the Office of Personnel Management (OPM)-CHCO Council's pilot program with Bender Consulting Services, which is aimed at employing persons with disabilities. Through this pilot, OPM established a contract with Bender to provide approximately 50 highly qualified and professional screened disabled candidates per month for agencies to fill vacancies.

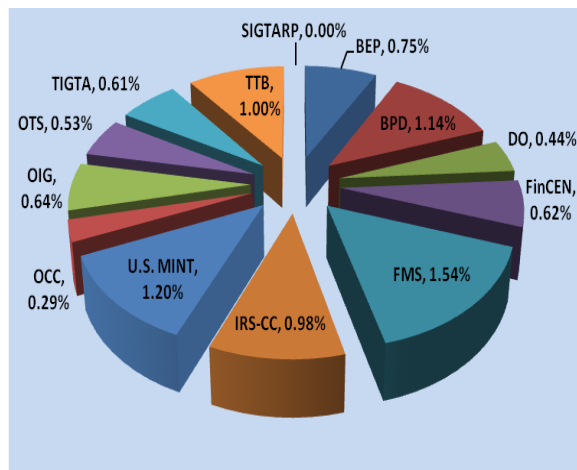
⁹ EO 13548 requires agencies to develop an agency specific plan to increase the employment of people with disabilities, including with targeted disabilities, over the next five (5) years beginning in FY 2011. The Department is committed to increasing its participation of people with disabilities to 10% with the sub-goal of 2% for people with targeted disabilities.

The following charts show the representation rates for Treasury's employees with targeted disabilities in the IRS and in all other bureaus, and for each bureau other than IRS.

**Employees with Targeted Disabilities
IRS and All Other Bureaus
FY 2010**



**Employees with Targeted Disabilities
All Other Bureaus
FY 2010**



Conclusion

The Office of Civil Rights and Diversity's FY 2010 MD-715 Report outlines some of our successes in the area of equal opportunity programs and activities. The Department of Treasury is proud of its accomplishments in the areas of attracting and retaining an increasingly diverse workforce.

We realize there is still much to be done to increase workforce diversity, distribution in the SPL and feeder groups, and for individuals with targeted disabilities. Therefore, as we move forward into the next fiscal year, we will maintain our focus on developing plans to ensure we have the broadest group of diverse, well-qualified talent from which to recruit.

To ensure compliance with EO 13548, which requires agencies to improve their efforts to employ people with disabilities over the next five (5) years, Treasury will require each bureau to commit 2% of all new hires over the next five years to individuals with targeted disabilities. Additionally, each bureau will be required to develop detailed plans outlining how it will reach the established goal to increase the participation rate of employees with disabilities to 10% and a sub-goal of 2% for individuals with targeted disabilities. Recognizing that each Treasury bureau may be unique in their recruitment, hiring, and retention efforts, during FY 2011, bureaus will be required to submit individual plans that must contain the following:

- Strategies to recruit, hire and retain individuals with disabilities, including individuals with targeted disabilities. Plans must include a description of how the bureau will hire individuals with disabilities at all grade levels and in various occupational series; yearly goals with sub goals for targeted disabilities over the next five years beginning in FY 2011; and, a description of how the bureau will increase its participation rate of individuals with disabilities in internships, fellowships and training/mentoring programs.
- A description of how the bureau will ensure the participation of appropriate bureau personnel in mandatory training and will assess and increase the impact of manager's use of effective tools to recruit, hire and retain individuals with disabilities.
- A description of how the bureau will increase return-to-work outcomes for employees who sustain work-related injuries and illnesses as defined under the Federal Employees Compensation Act (FECA). In addition, the plan must include a method for conducting quarterly monitoring of return-to-work successes.
- The name of the bureau senior-level official who will be accountable for enhancing employment opportunities for individuals with targeted disabilities within the bureau.

Additionally, the Department will meet with each bureau EEO Office to review its employment profiles and identify potential problem areas in recruitment, promotion, or retention. Bureaus must develop plans to determine if barriers to the employment of any group exist, and strategies to eliminate any barriers that are uncovered.

As previously noted in the section on ADR, on August 16, the Department issued Directive TN-10-001, mandating management participation in the ADR process once the agency has determined the issues in a complaint are appropriate for ADR and has offered ADR. Throughout FY 2011, we will monitor the effect of this policy on complaint resolution as well as expand our complaint prevention outreach efforts.



APPENDIX A: Trend Analysis

Trend Analysis

I. Introduction

Variations between expected participation rates and the rates in Treasury's workforce data tables are referred to as "triggers". A trend analysis shows the degree to which changes over time indicate that triggers are likely to become more (or less) of a concern in the future. A six (6) year measurement of changes is used in order to determine these trends.

This step in the Barrier Analysis is critical to identifying conditions and barriers for class groups that will require a more detailed contributing factor analysis so that actions can be planned to eliminate the condition or barrier.

This section includes summaries of Trend Analyses of some of Treasury's workforce data tables and depicts changes over time for each class group within those workforce data tables that contained triggers.

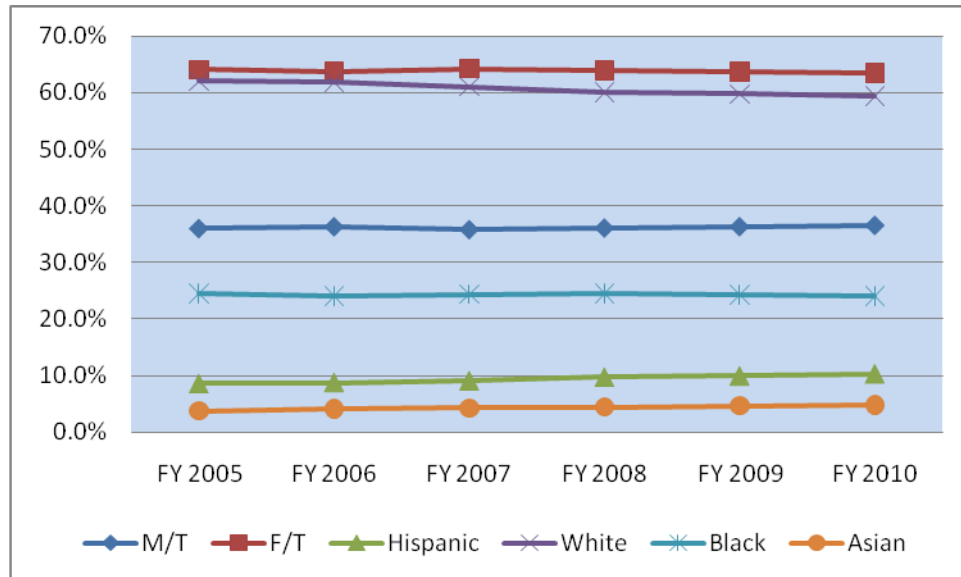
Chart A1/B1**Total Permanent Workforce Overview****A. Total Permanent Work Force Overview**

In this section, comparisons are made between the representation levels for the various EEO groups and the CLF availability over a six (6) year period (FY 2005 – FY 2010)¹⁰. Summaries are provided for each triggered EEO group within the permanent work force. This analysis only includes a trend analysis of the participation rate of the permanent work force.

There has been an increase in the diversity of Treasury's permanent workforce over the last six years as seen in the chart and analysis that follows. (Note that this analysis does not include Native Hawaiian or Other Pacific Islanders, American Indian/Alaska Natives or Two or More Races as these groups represent less than 1.40% of Treasury's permanent workforce.)

¹⁰ During FY 2003, several former Treasury components were placed within the Department of Homeland Security and the Department of Justice. These Treasury components included the U.S. Secret Service, U.S. Customs Service, and Federal Law Enforcement Training Center, which were incorporated into the new Department of Homeland Security, as well as the Bureau of Alcohol, Tobacco and Firearms, which was transferred to the Department of Justice. These changes continued to impact the Department throughout FY 2004. Thus, FY 2005 is the first year used when presenting a trend analysis of Treasury's workforce.

Treasury's FY 2005 – FY 2010 Workforce Participation Trends



Fiscal Year	M/T	F/T	Hispanic	White	Black	Asian
FY 2005	36.0%	64.0%	8.6%	62.0%	24.5%	3.8%
FY 2006	36.3%	63.7%	8.7%	61.9%	24.1%	4.1%
FY 2007	35.8%	64.2%	9.1%	61.1%	24.4%	4.2%
FY 2008	36.1%	63.9%	9.7%	60.1%	24.5%	4.4%
FY 2009	36.3%	63.7%	9.9%	59.8%	24.3%	4.6%
FY 2010	36.5%	63.5%	10.3%	59.4%	24.1%	4.8%

a. Males and Females

Overall, males have had a slight increased participation rate from FY 2005 (36.0%) through FY 2010 (36.5%), and remain below their CLF availability rate (53.3%). Females have had a slight decreased participation from FY 2005 (64.0%) to FY 2010 (63.5%) and continue to participate at a rate significantly above their CLF availability rate (46.8%). If these trends continue, it is likely that women will continue to participate at a rate significantly above their CLF availability rate while the male participation rate will remain below.

b. Hispanics

The participation rate for Hispanics has increased significantly from FY 2005 (8.6%) to FY 2010 (10.3%) but remains slightly below their CLF availability rate (10.7%). While Hispanics are close to meeting the FY 2000 CLF availability rate, when the results of the FY 2010 Census are released, it is expected that the Hispanic CLF availability rate will have grown significantly.

c. Whites

Whites had a decreased participation rate from FY 2005 (62.0%) to FY 2010 (59.4%) and remain below their CLF availability rate (72.7%). The decreased participation rate is the result of the increased participation rates noted by other non-White groups.

d. Blacks

Blacks have had a slightly decreased participation rate from FY 2005 (24.5%) to FY 2010 (24.1%) but continue to participate at a rate significantly above their CLF availability rate (10.5%). Even with the slight decreased participation rate, it is unlikely that Blacks will fall below their CLF availability rate in the near future.

e. Asians

Asians have had an increased participation rate from FY 2005 (3.8%) to FY 2010 (4.8%) and continue to participate at a rate significantly above their CLF availability rate (3.6%).

B. Individuals with Targeted Disabilities

During FY 2007, Treasury required each of its bureaus to establish five year hiring goals to increase the participation rate for individuals with targeted disabilities (IWTD). Perhaps as a result of those goals, Treasury has been successful in bringing to a halt the downward trend by hiring more IWTD than the number of IWTD separating from our workforce over the last three years. However, because of growth in Treasury's workforce, the increase in the Department's participation rates for IWTD has remained between 1.72 % and 1.73% since FY 2007. In FY 2011, Treasury bureaus will be required to establish new hiring goals to increase their current participation rates to a minimum of 2%.

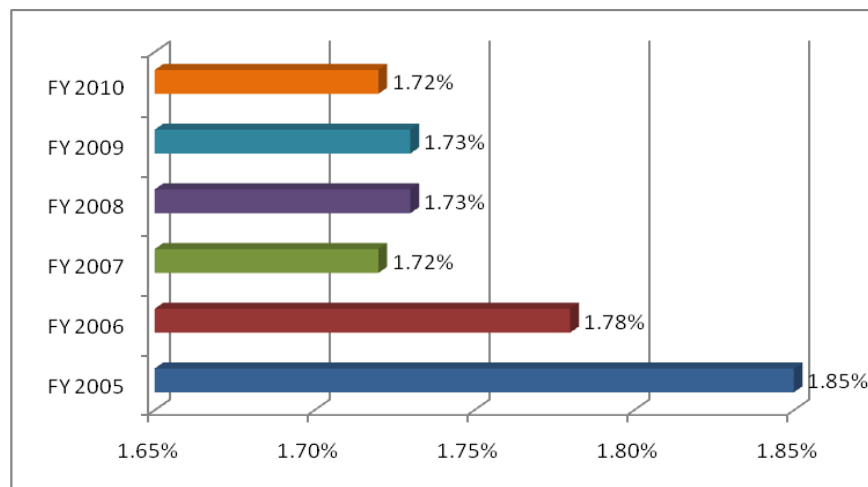
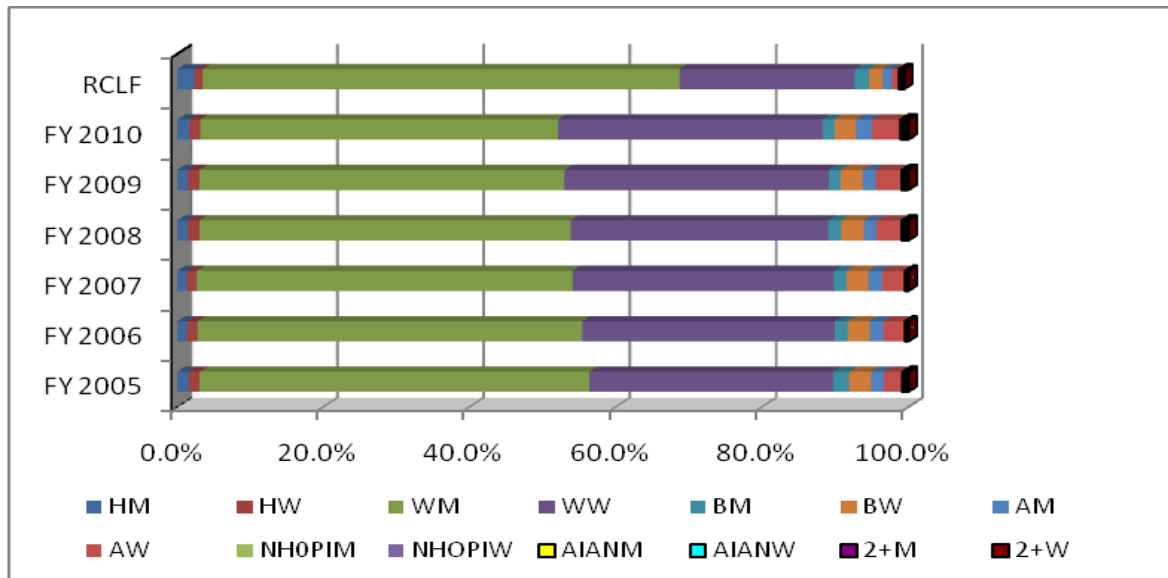


Chart A6**Major Occupations – Distribution by Race/Ethnicity and Sex****A. Major Occupation Trends by RNO/Gender**

In this section, comparisons are made between the participation rate of the various EEO groups and the Relevant Occupational CLF (RCLF) from FY 2005 – FY 2010. This analysis only includes a trend analysis of the permanent work force.

a. General Attorney

Women are highly attracted to employment opportunities at the Department as evident by their overall participation rate. Women in the General Attorney occupational series continue to be represented at a rate above their RCLF. With the exception of Asian men, trends for men within the General Attorney occupational series show a consistent decreased participation in four out of the last six years.

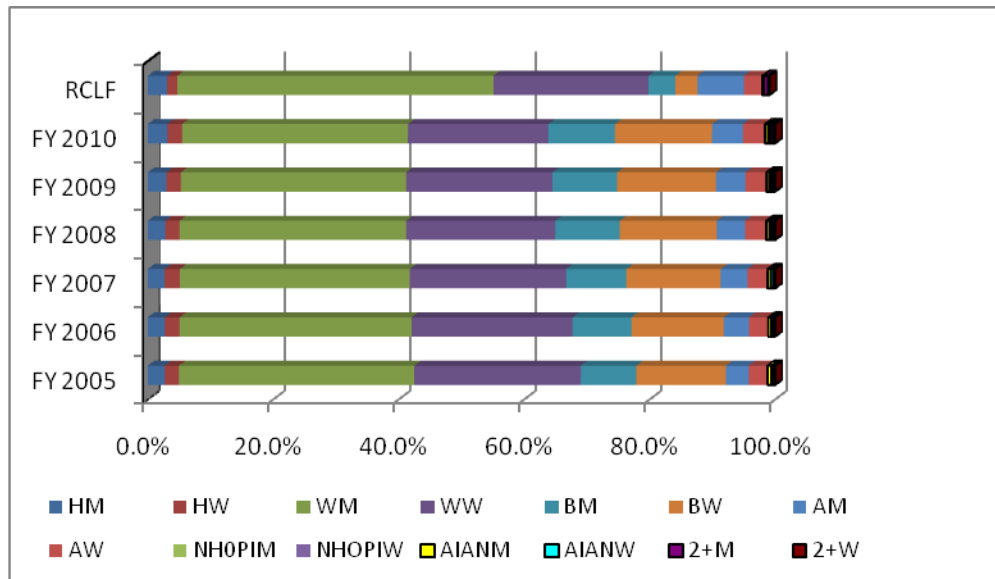


**Percentage of Participation by RNO/Gender within General Attorney (905)
Occupational Series**

	HM	HW	WM	WW	BM	BW	AM	AW	NHOPIM	NHOPIW	AIANM	AIANW	2+M	2+W
FY 2005	1.6%	1.5%	53.3%	33.3%	2.2%	3.0%	1.7%	2.5%	0.0%	0.05%	0.28%	0.19%	0.19%	0.14%
FY 2006	1.4%	1.4%	52.6%	34.6%	1.8%	3.0%	1.9%	3.0%	0.0%	0.00%	0.27%	0.18%	0.00%	0.00%
FY 2007	1.3%	1.4%	51.3%	35.7%	1.7%	3.0%	1.9%	3.1%	0.0%	0.00%	0.29%	0.19%	0.00%	0.00%
FY 2008	1.4%	1.6%	50.8%	35.2%	1.7%	3.1%	1.7%	3.4%	0.0%	0.05%	0.29%	0.19%	0.14%	0.29%
FY 2009	1.4%	1.6%	49.9%	36.1%	1.6%	3.1%	1.8%	3.5%	0.0%	0.04%	0.26%	0.22%	0.18%	0.26%
FY 2010	1.6%	1.5%	48.9%	36.2%	1.6%	3.0%	2.2%	3.9%	0.0%	0.09%	0.26%	0.26%	0.34%	0.21%
RCLF	2.3%	1.2%	65.2%	23.9%	2.0%	1.9%	1.2%	1.0%	0.0%	0.00%	0.10%	0.10%	0.30%	0.20%

b. Information Technology (IT) Specialist

In the IT Specialist (2210) occupational series, White, Asian and Two or More Race men are participating at rates below their RCLF availability rates. Women, with the exception of White women, are participating at rates at or above their RCLF availability rates.

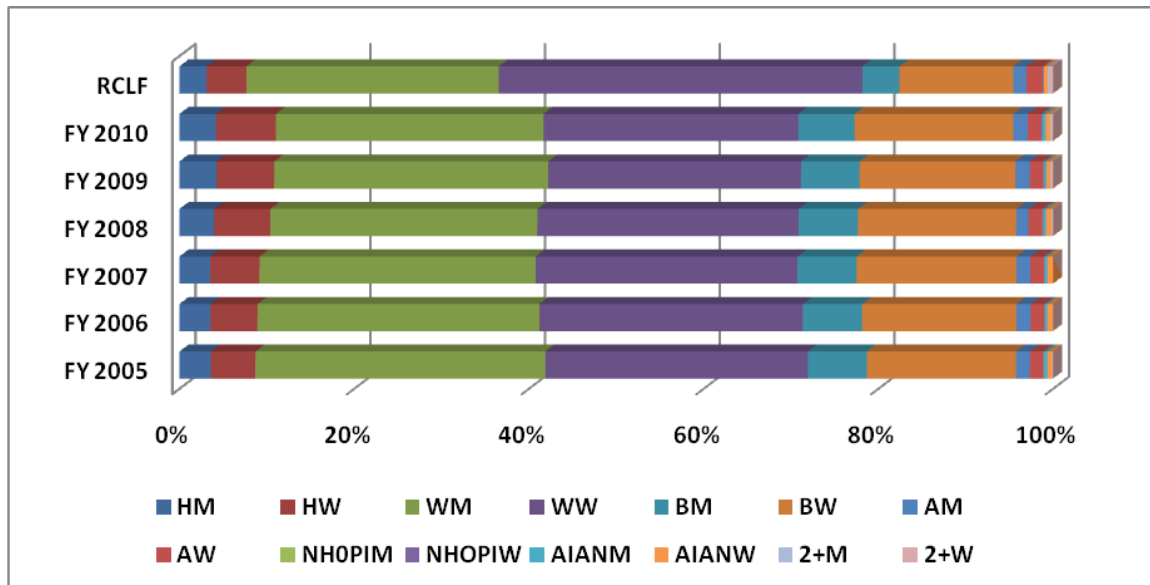


**Percentage of Participation by RNO/Gender within IT Specialist (2210)
Occupational Series**

	HM	HW	WM	WW	BM	BW	AM	AW	NH0PI M	NH0PI W	AIAN M	AIAN W	2+M	2+W
FY 2005	2.7%	2.3%	37.5%	26.5%	8.9%	14.3%	3.6%	3.0%	0.03%	0.03%	0.58%	0.38%	0.15%	0.07%
FY 2006	2.7%	2.4%	37.0%	25.7%	9.4%	14.7%	4.0%	3.1%	0.03%	0.02%	0.50%	0.41%	0.11%	0.05%
FY 2007	2.7%	2.4%	36.6%	24.9%	9.6%	15.0%	4.3%	3.2%	0.03%	0.02%	0.48%	0.41%	0.14%	0.14%
FY 2008	2.8%	2.3%	36.1%	23.7%	10.3%	15.5%	4.5%	3.3%	0.08%	0.05%	0.48%	0.38%	0.34%	0.18%
FY 2009	3.0%	2.3%	35.9%	23.3%	10.3%	15.8%	4.7%	3.2%	0.11%	0.05%	0.45%	0.39%	0.34%	0.16%
FY 2010	3.1%	2.3%	36.0%	22.4%	10.6%	15.5%	4.9%	3.4%	0.14%	0.06%	0.51%	0.34%	0.44%	0.30%
RCLF	3.1%	1.6%	50.4%	24.7%	4.3%	3.5%	7.4%	2.9%	0.10%	0.00%	0.10%	0.10%	0.70%	0.20%

c. Revenue Officer

In the Revenue Officer (1169) occupational series, all EEO groups, with the exception of White women, Asian women and Two or More Race men and women, are participating at rates above their available RCLF.

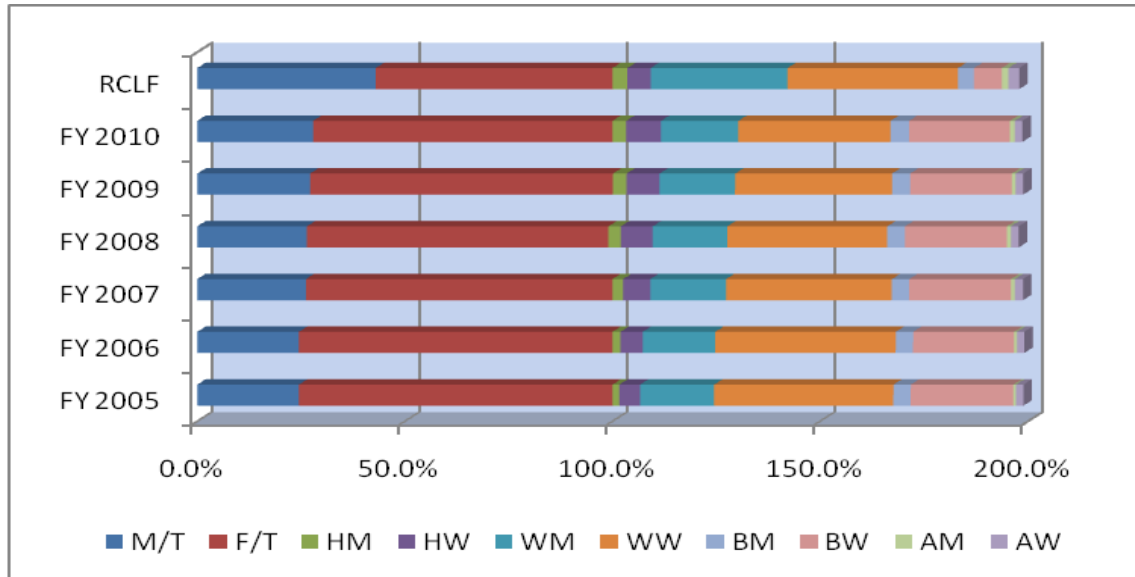


**Percentage of Participation by RNO/Gender within Revenue Officer (1169)
Occupational Series**

	HM	HW	WM	WW	BM	BW	AM	AW	NHOPIM	NHOPIW	AIANM	AIANW	2+M	2+W
FY 2005	3.6%	5.1%	33.2%	30.0%	6.8%	17.1%	1.6%	1.5%	0.04%	0.07%	0.39%	0.53%	0.05%	0.04%
FY 2006	3.6%	5.4%	32.3%	30.2%	6.8%	17.7%	1.6%	1.6%	0.00%	0.00%	0.35%	0.62%	0.00%	0.00%
FY 2007	3.5%	5.7%	31.6%	30.0%	6.8%	18.3%	1.6%	1.6%	0.00%	0.02%	0.34%	0.64%	0.00%	0.00%
FY 2008	4.0%	6.4%	30.6%	29.9%	6.8%	18.1%	1.4%	1.6%	0.04%	0.07%	0.31%	0.61%	0.07%	0.09%
FY 2009	4.3%	6.6%	31.4%	28.9%	6.7%	17.8%	1.6%	1.5%	0.03%	0.11%	0.26%	0.47%	0.10%	0.18%
FY 2010	4.2%	6.8%	30.6%	29.2%	6.5%	18.2%	1.7%	1.5%	0.02%	0.12%	0.37%	0.50%	0.12%	0.23%
RCLF	3.1%	4.5%	28.6%	41.2%	4.2%	12.9%	1.5%	1.9%	0.00%	0.00%	0.10%	0.40%	0.20%	0.40%

d. Financial System Analyst

In the Financial System Analyst (501) occupational series, only Black men are participating at a rate above their RCLF availability rates. Women, with the exception of White, Asian, and Two or More Race women, are participating at rates below their RCLF availability rates.

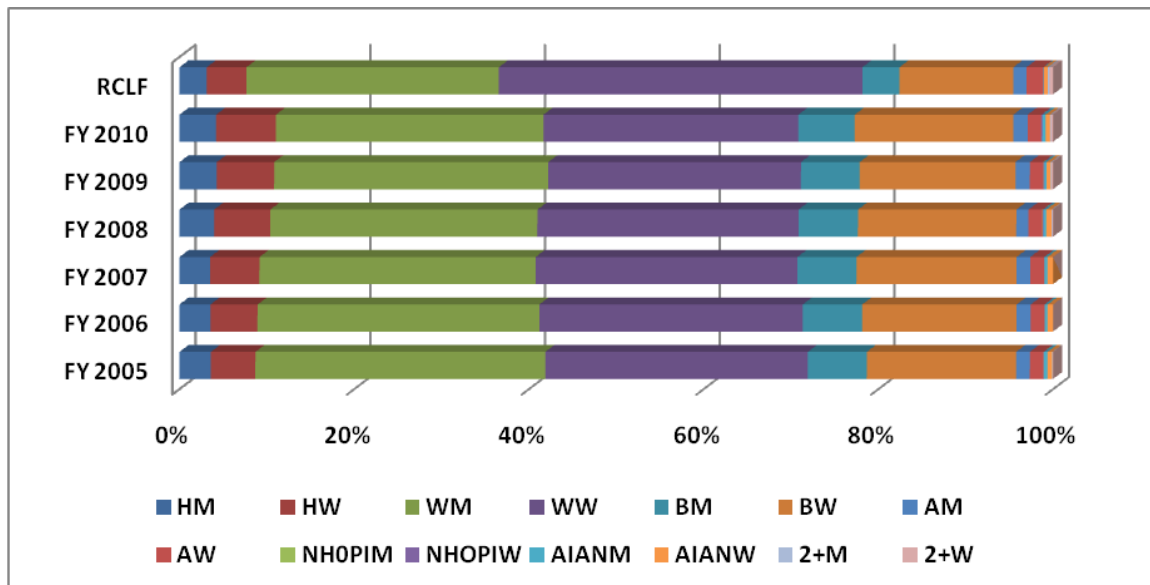


Percentage of Participation by RNO/Gender within Financial System Analyst (501) Occupational Series

	HM	HW	WM	WW	BM	BW	AM	AW	NH0PI M	NH0PI W	AIAN M	AIAN W	2+M	2+W
FY 2005	1.6%	5.0%	17.8%	43.2%	4.2%	24.7%	0.6%	1.8%	0.00%	0.03%	0.17%	0.67%	0.03%	0.10%
FY 2006	1.9%	5.4%	17.4%	43.5%	4.2%	24.3%	0.7%	1.8%	0.00%	0.03%	0.21%	0.52%	0.00%	0.03%
FY 2007	2.6%	6.5%	18.2%	39.9%	4.2%	24.5%	0.9%	2.0%	0.06%	0.10%	0.14%	0.72%	0.00%	0.08%
FY 2008	3.0%	7.7%	17.9%	38.5%	4.3%	24.5%	1.0%	1.9%	0.04%	0.11%	0.14%	0.70%	0.04%	0.16%
FY 2009	3.3%	8.0%	18.2%	37.8%	4.4%	24.5%	0.9%	1.8%	0.02%	0.10%	0.15%	0.60%	0.10%	0.19%
FY 2010	3.3%	8.4%	18.6%	36.7%	4.5%	24.3%	1.2%	1.8%	0.05%	0.10%	0.13%	0.57%	0.13%	0.25%
RCLF	3.6%	5.6%	33.0%	41.0%	3.9%	6.7%	1.6%	2.6%	0.10%	0.10%	0.20%	0.20%	0.40%	0.40%

e. Tax Examiner

In the Tax Examiner (592) occupational series, all men, with the exception of Native Hawaiian or Other Pacific Islander men and American Indian/Alaska Native men, are participating at rates below their RCLF availability rate. Women, with the exception of Two or More Race women, are participating at rates above their available RCLF.

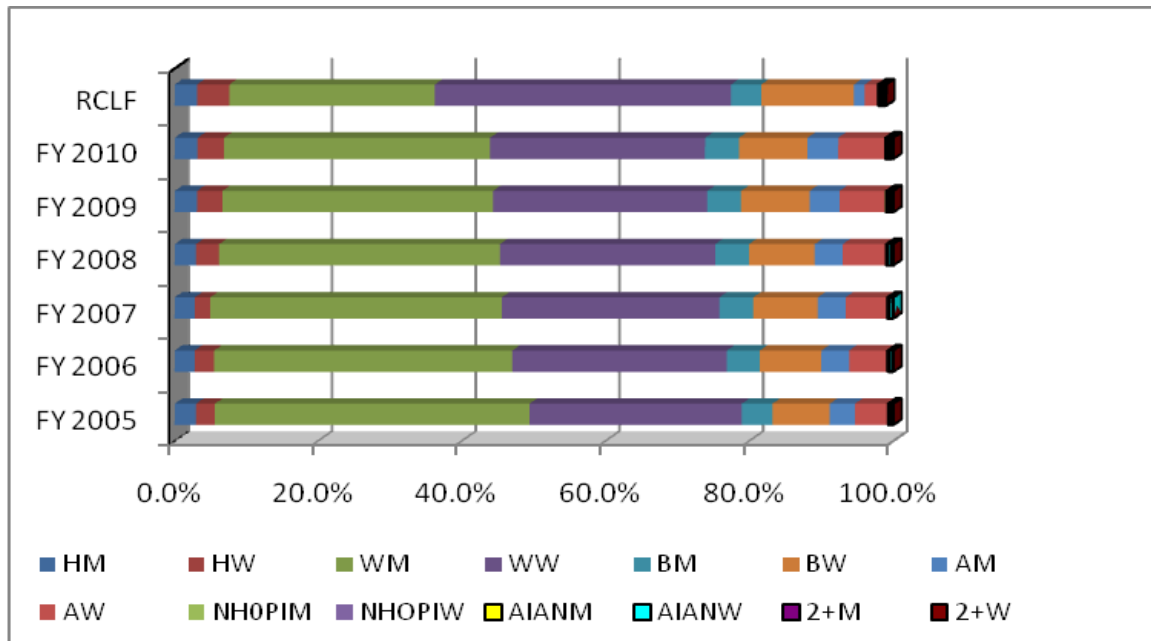


**Percentage of Participation by RNO/Gender within Tax Examiner (592)
Occupational Series**

	HM	HW	WM	WW	BM	BW	AM	AW	NHOPIM	NHOPIW	AIANM	AIANW	2+M	2+W
FY 2005	1.7%	7.6%	17.7%	44.3%	3.8%	20.5%	1.1%	2.1%	0.01%	0.02%	0.20%	0.75%	0.03%	0.11%
FY 2006	1.8%	8.0%	17.6%	44.7%	3.7%	19.8%	1.1%	2.2%	0.00%	0.00%	0.19%	0.82%	0.01%	0.04%
FY 2007	1.9%	8.5%	17.2%	44.4%	3.6%	19.8%	1.1%	2.4%	0.00%	0.02%	0.18%	0.83%	0.01%	0.00%
FY 2008	2.2%	9.1%	17.2%	43.8%	3.5%	19.1%	1.2%	2.6%	0.01%	0.07%	0.19%	0.83%	0.07%	0.07%
FY 2009	2.4%	9.5%	17.0%	43.2%	3.6%	18.9%	1.3%	2.9%	0.02%	0.06%	0.14%	0.74%	0.08%	0.28%
FY 2010	2.6%	9.6%	17.4%	42.2%	3.8%	18.9%	1.3%	3.0%	0.03%	0.08%	0.16%	0.68%	0.07%	0.31%
RCLF	3.1%	4.5%	28.6%	41.2%	4.2%	12.9%	1.5%	1.9%	0.00%	0.00%	0.10%	0.40%	0.20%	0.40%

f. Revenue Agent

In the Revenue Agent (512) occupational series, men in all EEO groups are participating at rates at or above their CLF availability rate. Women, with the exception of Asian and Native Hawaiian or Other Pacific Islander, are participating at rates below their RCLF availability rates.



**Percentage of Participation by RNO/Gender within Revenue Agent (512)
Occupational Series**

	HM	HW	WM	WW	BM	BW	AM	AW	NHOPIM	NHOPIW	AIANM	AIANW	2+M	2+W
FY 2005	3.0%	2.6%	43.8%	29.6%	4.3%	8.0%	3.5%	4.5%	0.06%	0.05%	0.30%	0.42%	0.00%	0.00%
FY 2006	2.8%	2.7%	41.5%	29.8%	4.6%	8.6%	3.9%	5.3%	0.02%	0.04%	0.31%	0.47%	0.00%	0.00%
FY 2007	2.8%	2.1%	40.6%	30.3%	4.7%	9.0%	3.9%	5.8%	0.02%	0.04%	0.34%	0.48%	0.00%	0.00%
FY 2008	2.9%	3.2%	39.1%	30.0%	4.7%	9.2%	3.9%	5.9%	0.07%	0.10%	0.30%	0.44%	0.09%	0.15%
FY 2009	3.1%	3.5%	37.7%	29.8%	4.7%	9.5%	4.2%	6.3%	0.11%	0.15%	0.32%	0.40%	0.10%	0.14%
FY 2010	3.2%	3.7%	37.0%	29.9%	4.7%	9.5%	4.3%	6.4%	0.10%	0.12%	0.27%	0.37%	0.20%	0.24%
RCLF	3.1%	4.5%	28.6%	41.2%	4.2%	12.9%	1.5%	1.9%	0.00%	0.00%	0.10%	0.40%	0.20%	0.40%

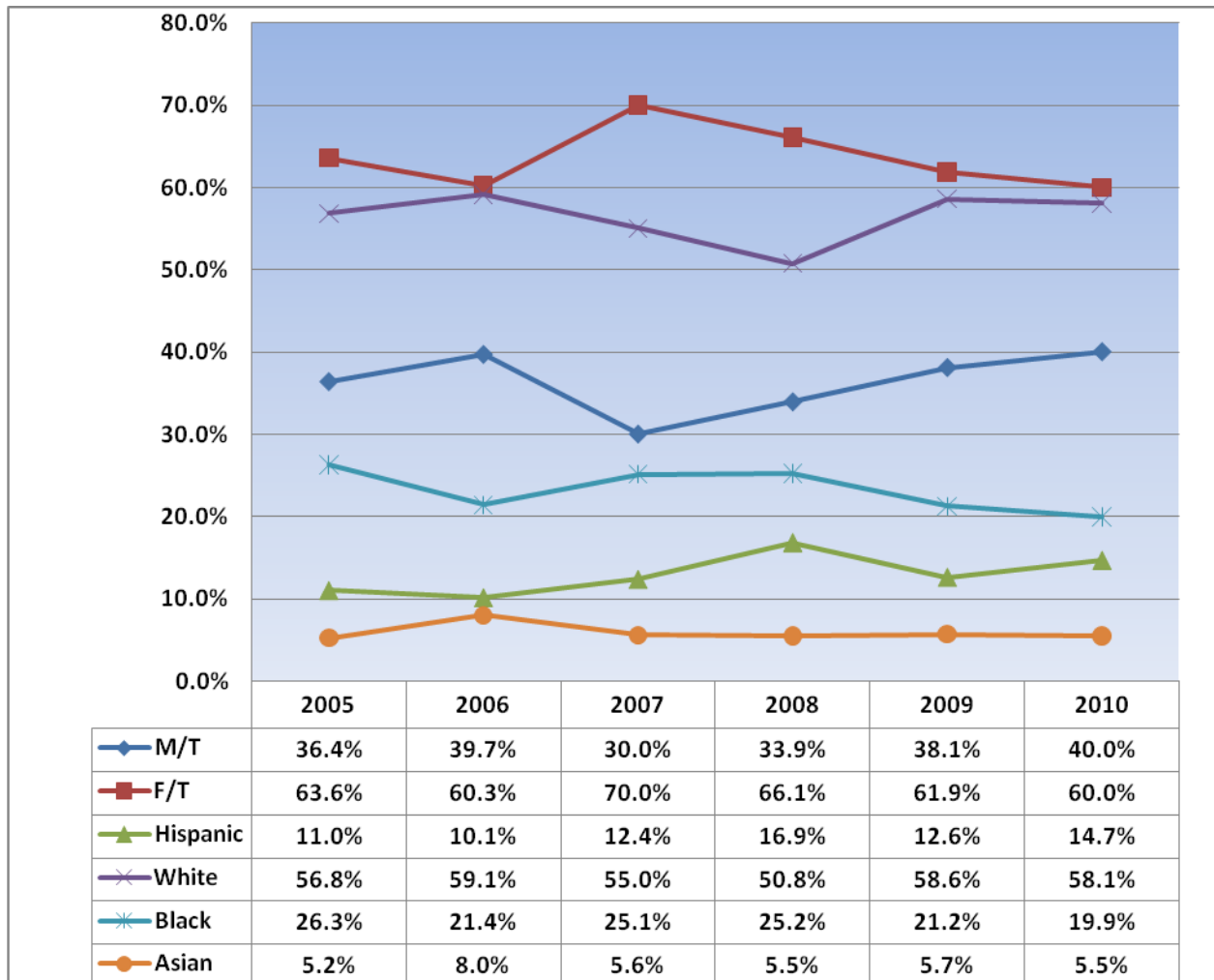
Chart A8
New Hires – Distribution by Race/Ethnicity and Sex

A. New Hire Trends by RNO/Gender

In this section, comparisons are made between hire rates for the various EEO groups and the CLF over a six (6) year period (FY 2005 – FY 2010). Summaries are provided for each trigger group within the permanent work force noted in Section II. This analysis only includes a trend analysis of the hire rate of the permanent work force.

The graph on the following page does not include Native Hawaiian or Other Pacific Islanders, American Indian/Alaska Natives, and Two or More Races as these groups represent less than 1.4% of Treasury's permanent workforce.

New Hire Trends by ERI/Gender



	M/T	F/T	Hispanic	White	Black	Asian	NHOPI	AIAN
2005	2158	3770	653	3369	1561	311	2	31
2006	3085	4683	787	4594	1663	622	3	94
2007	3007	7006	1239	5511	2518	560	1	167
2008	4134	8046	2055	6185	3072	665	10	160
2009	5021	8150	1664	7720	2799	753	39	81
2010	4612	6912	1694	6692	2296	636	21	68

a. Men and Women

The hire rate for men has increased from a low in FY 2007 (30.0%) to FY 2010 (40.0%), which is below their CLF availability rate (53.2%). Women had a decreased hire rate from FY 2007 (70.0%) to FY 2010 (60%), but remain above their CLF availability rate (46.8%).

b. Hispanics

The hire rate for Hispanics increased significantly from FY 2005 (11.0%) to FY 2010 (14.7%), which is above their CLF availability rate (10.7%). Hispanics continue to be represented in Treasury's permanent workforce at a rate (10.3%) slightly below their CLF availability rate.

c. Whites

The hire rate for Whites increased slightly from FY 2005 (56.8%) to FY 2009 (58.1%) which is below their CLF availability rate (72.7%). Whites continue to be represented in Treasury's permanent workforce at a rate (59.4%) below their CLF availability rate.

d. Blacks

The hire rate for Blacks has decreased significantly from FY 2005 (26.3%) to FY 2010 (19.9%), but remain significantly above their CLF availability rate (10.5%). Even with the decreased hire rate, Blacks continue to be represented in Treasury's permanent workforce at a rate (24.1%) significantly above their CLF availability rate.

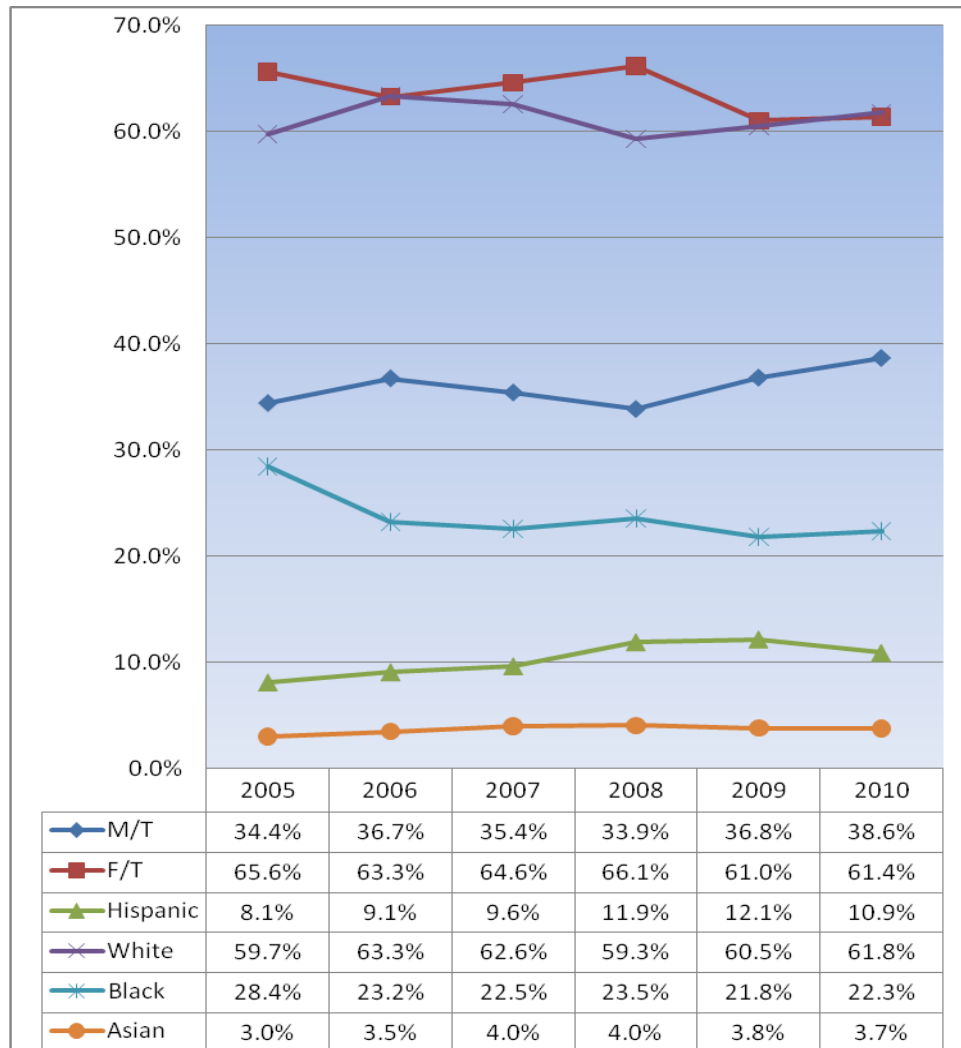
d. Asians

The hire rate for Asians increased slightly from FY 2005 (5.2%) to FY 2010 (5.5%), which is significantly above their CLF availability rate (3.6%) and continue to be represented in Treasury's permanent workforce at a rate (4.8%) above their CLF availability rate.

Chart A14**Separations – Distribution by Race/Ethnicity and Sex and Type****A. Separations by RNO**

In this section, comparisons are made between the separations by type for the various EEO groups to their work force availability rate over a six (6) year period (FY 2005 – FY 2010). This analysis only includes a trend analysis of the separation rates of the permanent work force.

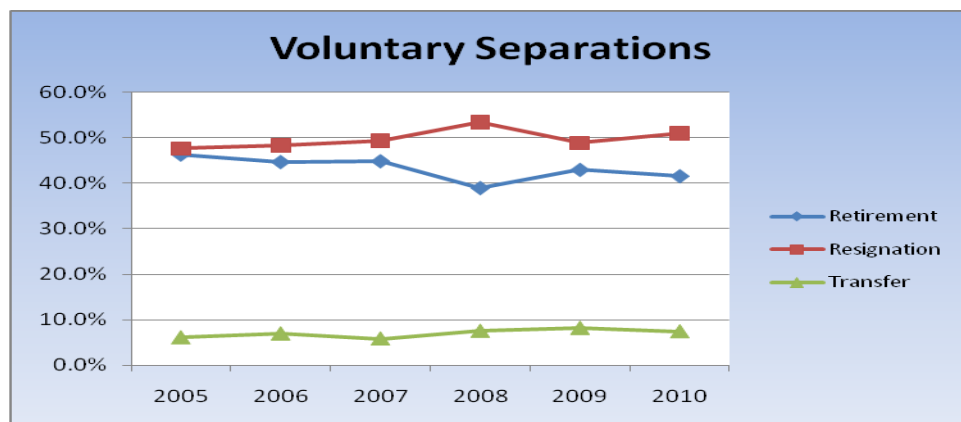
The analysis does not include Native Hawaiian or Other Pacific Islanders, American Indian/Alaska Natives, or Two or More Races as these groups represent less than 1.4% of Treasury's permanent workforce.

Treasury FY 2005 – FY 2010 Separation Trends by ERI/Gender

An analysis of separation rates from FY 2005 – FY 2010 does not reveal any significant trends in separation rates based on ERI or gender.

B. Separations by Type

A review of Treasury's separations by type reveals that perhaps contrary to popular belief, more employees continue to resign from Treasury than to retire. When combined with employees who transferred in FY 2010, 58.4% of separating employees left for reasons other than retirement. Treasury deployed the Department's exit survey tool Department-wide during February 2010. The exit survey tool indicated that of those responding employees who identified resignation as their reason for separating, 32% indicated *Office Morale*, 26% indicated *Work/Life Balance*, and 26% indicated *Conflict with Supervisor*. Bureau specific results to the exit survey have been provided to each bureau for analysis and inclusion in their FY 2010 MD-715 reports.



	Retirement	Resignation	Transfer
2005	4902	5049	649
2006	4127	4474	646
2007	4820	5307	631
2008	3848	5276	745
2009	3502	3985	669
2010	3349	4108	600

	Retirement	Resignation	Transfer
2005	46.2%	47.6%	6.1%
2006	44.6%	48.4%	7.0%
2007	44.8%	49.3%	5.9%
2008	39.0%	53.5%	7.5%
2009	42.9%	48.9%	8.2%
2010	41.6%	51.0%	7.4%

APPENDIX B: GLOSSARY OF TERMS

Glossary

The following definitions apply to this Directive:

Applicant: A person who applies for employment.

Applicant Flow Data: Information reflecting characteristics of the pool of individuals applying for an employment opportunity.

Barrier: An agency policy, principle, practice, or condition that limits or tends to limit employment opportunities for members of a particular sex, race, or ethnic background or for an individual (or individuals) based on disability status.

Civilian Labor Force (CLF): Persons 16 years of age and over, except those in the armed forces, who are employed or are unemployed and seeking work.

Disability: For the purposes of statistics, recruitment and targeted goals, the number of employees in the work force who have indicated having a disability on an Office of Personnel Management Standard Form (SF) 256. For all other purpose, the definition contained in 29 C.F.R. § 1630.2 applies.

Employees: Members of agency's permanent or temporary work force, whether full or part-time and whether in competitive or excepted service positions.

Employment Decision: Any decision affecting the terms and conditions of an individual's employment, including but not limited to hiring, promotion, demotion, disciplinary action and termination.

Feeder Group or Pool: Occupational group(s) from which selections to a particular job are typically made.

Fiscal Year: The period from October 1 of one year to September 30 of the following year.

Goal: Under the Rehabilitation Act, an identifiable objective set by an agency to address or eliminate barriers to equal employment opportunity or to address the lingering effects of past discrimination.

Major Occupation: Agency occupations that are mission related and heavily populated, relative to other occupation within the agency.

Reasonable Accommodation: Generally, any modification or adjustment to the work environment, or to the manner or circumstances under which work is customarily performed, that enables an individual with a disability to perform the essential functions of a position or enjoy equal benefits and privileges of employment as are enjoyed by similarly situated individuals without a disability. For a more complete definition see 29 C.F.R. § 1630.2(o). Also see, EEOC Enforcement Guidance on Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act, No 915.002 (October 17, 2002)

Relevant Labor Force (RLF): The RLF is the labor force by occupation. It is used for making occupation comparisons, as opposed to general CLF, which represents the overall work force by class group. The RLF is developed by the Bureau of the Census. On their Website located at <http://www.census.gov/eeo2000/>, Census provides by class group data for every occupational category used in the census. The Census also provides a crosswalk identifying which census category should be used when comparing each Federal occupational series.

Section 501 Program: The affirmative program plan that each agency is required to maintain under 501 of the rehabilitation Act to provide individuals with disabilities adequate hiring, placement, and advancement.

Section 717 Program: The affirmative program of equal employment opportunity that each agency is required to maintain for all employees and applicants for employment under Section 717 of Title VII.

Special Recruitment Program: A program designed to monitor recruitment of, and track applications from, persons with targeted disabilities.

Targeted Disabilities: Disabilities that the Federal government, as a matter of policy, has identified for special emphasis in affirmative action programs. They are: deafness, blindness, missing extremities, partial paralysis, complete paralysis, epilepsy, severe intellectual disability, psychiatric disability, and dwarfism.

Trend Analysis: An aspect of technical analysis that tries to predict the future movement of something based on past data. Trend analysis is based on the idea that what has happened in the past gives us an idea of what will happen in the future.

Trigger: A condition which may cause a barrier analysis to be conducted under EEOC MD 715. In MD 715, EEOC requires agencies to prepare statistical tables representing various segments of employment data. The triggers alert the agency to possible barriers that may exist to equal employment opportunity.